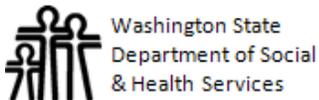


2013-2015 Business Plan

Financial Services Administration

Kathy Marshall, Chief Financial Officer
March 2013



Vision

Safe, healthy individuals, families, and communities

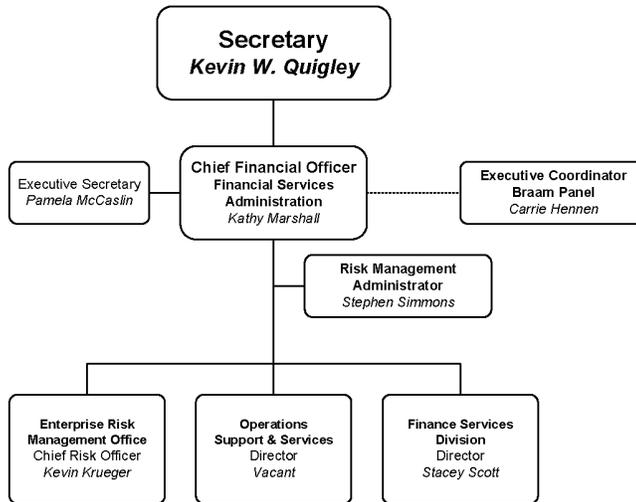
Mission

The Department of Social & Health Services will improve the safety and health of individuals, families, and communities by providing leadership and establishing and participating in partnerships.

Values

Excellence in Service
Respect
Collaboration and Partnership
Diversity
Accountability

Washington State Department of Social and Health Services



Introduction

The Financial Services Administration (FSA) consists of three primary sub-divisions: the Enterprise Risk Management Office (ERMO), the Finance Services Division (FSD), and the Operations Support and Services Division (OSSD). Each of these divisions primarily supports the Department of Social and Health Services (the Department or DSHS) goals via *Goal 3: Improve individual and public safety*, and *Goal 5: Increase public trust through strong management practices that ensure quality and leverage all resources*. However, many of the functions performed by FSA are essential to enabling the rest of the Department to meet the requirements of the remaining goals.

ERMO programs include:

- **Loss Prevention Services**
- **Audit Services**
- **Legal Services**
- **Forms and Records Management**

FSD programs include:

- **Business Process Improvement/Lean**
- **Office of Accounting Services (OAS)**
- **Central Budget Office (CBO)**
- **Fiscal Services Office (FSO)**
- **Consolidated Institution Business Services (CIBS)**
- **Regional Business Centers (RBCs)**

OSSD programs include:

- **Background Check Central Unit (BCCU)**
- **Capital Facilities Management (CFM)**
 - **Consolidated Maintenance and Operations (CMO)**
 - **Office of Capital Asset Management (OCAM)**
 - **Office of Capital Programs (OCP)**
- **Central Contract Services (CCS)**
- **Director's Office**
 - **Business Process Improvement/Lean**
 - **Business Planning and Legislative Coordination**
- **Leased Facility Unit (LFU)**
- **Office of Administrative Resources (OAR)**
 - **Central Purchasing Unit (CPU)**
 - **Mail/Facilities/Language Testing**

DSHS Goal 1

Improve the health status of vulnerable populations.

DSHS Goal 2

Improve economic stability, employment and self-sufficiency.

DSHS Goal 3

Improve individual and public safety.

DSHS Goal 4

Improve individuals' readiness and ability to succeed in school.

DSHS Goal 5

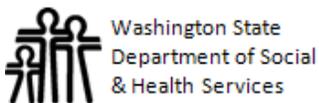
Increase public trust through strong management practices that ensure quality and leverage all resources.

2013-2015 Business Plan

Financial Services Administration – Enterprise Risk Management Office

Kevin Krueger, Chief Risk Officer

March 2013



Vision

Safe, healthy individuals, families, and communities

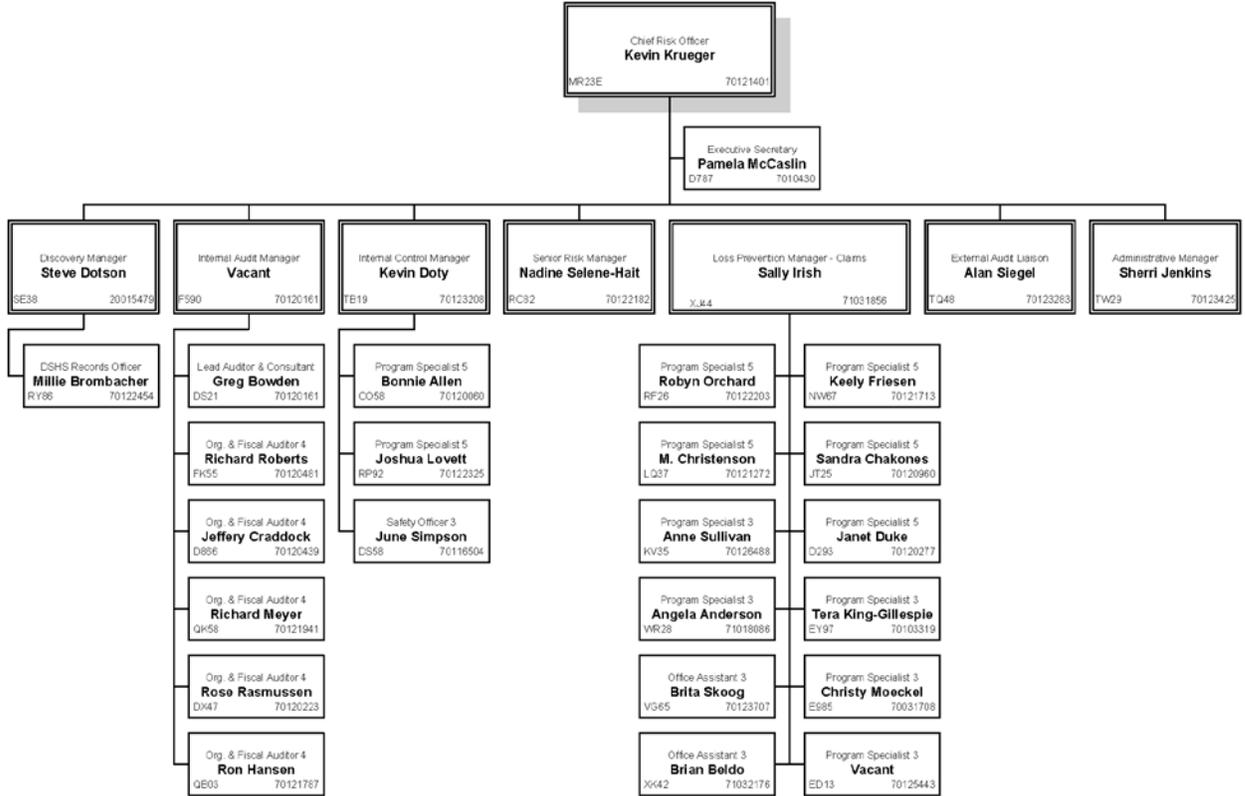
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Enterprise Risk Management Office



Introduction

The Enterprise Risk Management Office (ERMO) supports the Department's goals by identifying emerging risks and helping develop mitigation strategies.

ERMO programs include:

- **Loss Prevention Services**
 - Enterprise Risk Assessment Self Evaluation (ERASE)
 - Enterprise Risk Management process improvement
 - Safety Management
 - Workplace security
 - Worker's Compensation and Assault Benefit claims
 - Business Assessments
- **Audit Services**
 - Internal audit services
 - External audit coordination and management
- **Legal Services**
 - Legal holds and litigation discovery
 - Tort liability and employee claims
- **Forms and Records Management**
 - Forms management
 - Records retention

DSHS Goal 1

Improve the health status of vulnerable populations.

DSHS Goal 2

Improve economic stability, employment and self-sufficiency.

DSHS Goal 3

Improve individual and public safety.

DSHS Goal 4

Improve individuals' readiness and ability to succeed in school.

DSHS Goal 5

Increase public trust through strong management practices that ensure quality and leverage all resources.

Goals, Objectives, Strategies, Performance Measures

DSHS Goal 3: Improve individual and public safety.

STRATEGIC OBJECTIVES

Safety Management

- Safety program oversight
- Reduce work place injuries
- Support a safe and secure work environment

Operations Review and Consultation

- Ensure client safety within DSHS and provider-operated facilities
- Minimize financial and legal risks

STRATEGIES/ACTIONS

Safety Management

- Increase safety awareness through effective communications
- Conduct annual facility safety evaluations
- Conduct biennial office safety program reviews
- Investigate significant safety related incidents
- Review office/facility security plans
- Timely processing of workers compensation and assault benefits

Operations Review and Consultation

- Monthly reviews of contractor compliance re: obtaining required criminal background checks for employees
- Internal audits of institutions including reviews of required criminal background checks for staff and volunteers

INTERDEPENDENCIES

Safety Management

- Internal: All administrations and programs; ERMO claims staff, office and facility safety committees; DSHS Facility Safety Officers; DSHS Communications; CMS; CIBS; Aging and Long-Term Support Administration (AL TSA)/Residential Care Services (RCS) Licensing
- External: Department of Labor and Industries (L&I); Department of Health (DOH); Office of Financial Management (OFM); State and Local Fire Marshall(s); Joint Commission; Occupational Safety and Health Administration (OSHA)

ORC

- Internal: Licensing management and staff
- External: Providers of residential services

KEY PERFORMANCE INDICATORS

Safety Management

- Number of safety related incidents
- Number of Workers Compensation claims, dollars paid out, and staff-hours lost
- Number of office/facility safety and security reviews

ORC

- Reduction of repeat findings related to required employee background clearances

DSHS Goal 5: Increase public trust through strong management practices that ensure quality and leverage all resources.

STRATEGIC OBJECTIVES

Internal Control

- Best-practice integration and standardization for common business functions
- Assess, evaluate and leverage best practice usage data to help facilitate Agency budgeting considerations and strategic planning

ORC

- Minimize financial and legal risk
- Implement process improvement activities

Enterprise Risk Management (ERM)

- Compliance with statewide ERM implementation efforts
- Integrate ERM into strategic decision making
- Develop risk management strategies

Legal Holds and Discovery

- Use technology to improve the litigation discovery process
- Increase efficiency of legal hold and litigation discovery processes to minimize financial and legal risk
- Increase compliance with records retention requirements

Forms and Records Management

- Provide customers with dependable access to accurate forms
- Strengthen existing partnerships
- Develop records retention best practices

- Develop records retention training

External Audit Management

- Effective audit coordination with external audit entities and Office of Financial Management (OFM)
- Timely response to audit findings

STRATEGIES/ACTIONS

Internal Control

- Develop and issue a common business function best-practice catalogue
- Design and provide a self-evaluation tool to measure local levels of unique risk and associated mitigation
- Analyze risk evaluation data
- Provide information for budget and strategic planning

Operations Review and Consultation

- Review of safeguards over personal health information (PHI)
- Support ongoing consolidation of business functions
- Review licensing management and control activities over selected software products

ERM

- Develop a risk register
- Identify key metrics for risk monitoring and reporting
- Establish risk management functions, including policies, procedures and clear accountability

Legal Holds and Discovery

- Partner with customers and the Attorney General's Office (AGO) to develop best practices
- Improve ability to locate, preserve and produce electronically stored information
- Automate litigation hold notice and discovery processes

Forms and Records Management

- Maintain a centralized forms management process that uses best practices
- Develop records retention best practices

External Audit Management

- Liaison with external audit entities
- Conflict resolution
- Inform Executive Management of audit issues/findings

INTERDEPENDENCIES

Internal Control

- Internal: ORC; all administrations, programs, directorships and institutions/facilities; policy owners
- External: Department of Enterprise Services (DES); Committee of Sponsoring Organizations; the Institute of Internal Auditors; State Auditor's Office (SAO)

ORC

- Internal: Department Privacy Officer; Chief Information Officer; information security staff; Executive Management
- External: SAO; General Accounting Office; Joint Legislative Audit and Review Committee (JLARC)

ERM

- Internal: Executive Management; risk managers; administrations and programs
- External: DES, Risk Management Division; JLARC

Legal Holds and Discovery

- Internal: Discovery coordinators; DSHS Public Records Officer; DSHS Records Officer; ISSD
- External: AGO; DES; Risk Management Division; Consolidated Technology Services (CTS)

Forms and Records Management

- Internal: program managers; regional and field staff; forms content managers and forms coordinators; employees; records coordinators
- External: Translation vendors; DES, fulfillment center and printing; Private sector forms customers; Division of Archives and Records Management; Office of the Secretary of State; State Records Management; State Records Center; State Archives

External Audit Management

- Internal: Executive Leadership Team; Chief Financial Officer; Chief Risk Officer; ORC
- External: SAO; JLARC; OFM; other governmental agencies

KEY PERFORMANCE INDICATORS

Internal Control

- Level of compliance with Administrative Policy 16.05
- Risk and mitigation ratings for all entities completing ERASE

ORC

- PHI security breaches
- ORC customer surveys
- Use of encryption software
- Customer satisfaction with consolidated business processes

ERM

- Compliance with AP 9.13

Legal Holds and Discovery

- Customer and AGO satisfaction with legal hold and litigation discovery processes
- Implement e-discovery tools

Forms and Records Management

- Customer satisfaction with forms access and design, approval and production processes
- Number of employees who have received records retention training
- Proper records retention

External Audit Management

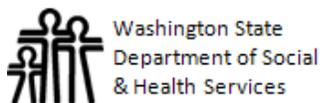
- Timely responses to audit findings
- Development of corrective action plans
- Reduction in repeat findings

2013-2015 Business Plan

Financial Services Administration – Finance Services Division

Stacey Scott, Director

March 2013



Vision

Safe, healthy individuals, families, and communities

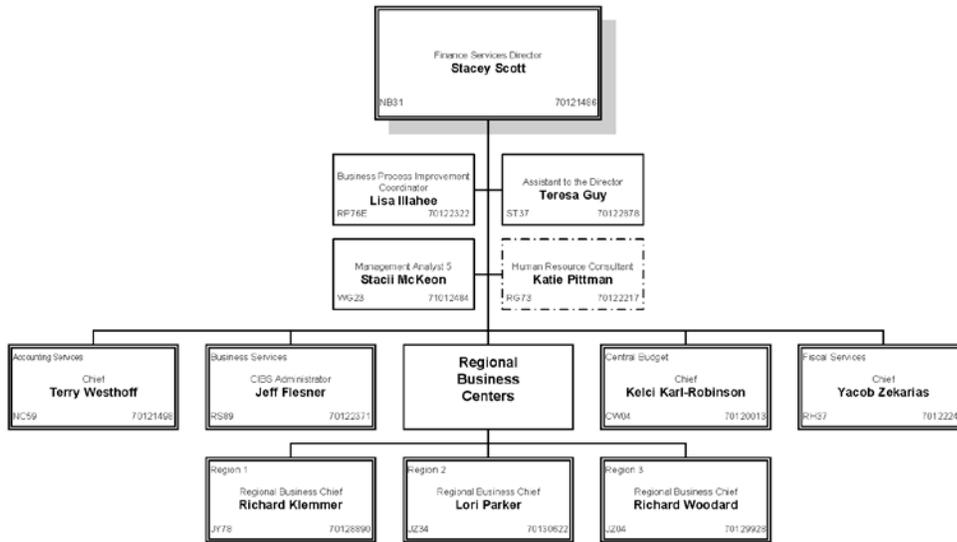
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Department of Social and Health Services
Finance Services Division



Introduction

The Division provides leadership on financial management services and issues to support the mission and goals of the Department. Within the Secretary's Office of the DSHS, FSD provides leadership and consolidated services to the whole agency, as well as specific support to the departments within the Secretary's Office. The Division is applying Lean principles and process improvement techniques to deliver more effective and efficient services.

As the financial leaders of the Department, we are proficient in the state's financial systems, and have specialized knowledge of the Department's programs and complex federal funding. We are a *one-stop shop* for informed fiscal decisions and financial information.

The Finance Services Division (the Division or FSD) provides numerous financial-related functions to the Department of Social and Health Services (the Department or DSHS). Functions primarily tie to *Goal 5: Increase public trust through strong management practices that ensure quality and leverage all resources* and include (*note: this is not a complete list of functions*):

- Monthly Fiscal Status Reporting
- Manage Agency-Wide Fiscal Year Close Processes
- Comprehensive Annual Financial Report Preparation and Submittal
- Centralized Agency Budget Submittal
- Budget Allotments
- Fiscal Notes
- Federal Grant Accounting
- Client, Personal Service and Purchase Service Contracting
- Taxes & Garnishments for Clients and Providers
- Foster Care Trust Account Management
- Agency Cash Management
- Fiscal Monitoring and Consulting
- Accounting Policy Management
- Consumable and Fixed Asset Management
- Centralized Purchasing
- Employee/Volunteer/Board Member Travel
- Lease and Sublease Management
- Time and Attendance Reporting
- Payroll Processing
- Bill Paying and Accruals

DSHS Goal 1

Improve the health status of vulnerable populations.

DSHS Goal 2

Improve economic stability, employment and self-sufficiency.

DSHS Goal 3

Improve individual and public safety.

DSHS Goal 4

Improve individuals' readiness and ability to succeed in school.

DSHS Goal 5

Increase public trust through strong management practices that ensure quality and leverage all resources.

Goals, Objectives, Strategies, Performance Measures

DSHS Goal 5: Increase public trust through strong management practices that ensure quality and leverage all resources.

STRATEGIC OBJECTIVES

Business Process Improvement/Lean

- Implement process improvement activities within the Department that promote efficiency, identify and eliminate waste, and improve customer satisfaction
- Use data, research and analysis to influence policy and budget decisions, and to monitor performance to ensure success

Office of Accounting Services (OAS)

- Standardize and improve business processes
- Increase Department compliance with fiscal requirements

Central Budget Office (CBO)

- Improve Department performance management through coordination and use of consistent data across agency systems
- Enhance budgeting tools used to prepare fiscal notes and respond to legislative and Office of Financial Management (OFM) inquiries
- Use Lean principles and training resources to improve business processes

Fiscal Services Office (FSO)

- Cross train staff to integrate the administrative and information services fiscal teams and processes
- Create a vibrant team that provides best fiscal services to the three clients, Administration and Support Services (Admin), Payments to Other Agencies (PTOA) and Information System Services Division (ISSD)

Consolidated Institution Business Services (CIBS)

- Increase buying power through consolidated purchasing and maximizing use of the purchase card
- Timely and accurate payment of invoices
- Strong inventory and supply practice to efficiently utilize residential facility or hospital dollars
- Consistent procedures

Regional Business Centers (RBC)

- Utilize performance management practices to improve decision making that supports outcomes
- Increase use of purchasing cards to maximize rebate to the agency

- Reduce processing time for purchase requests received
- Reduce processing time for invoices and payment requests

STRATEGIES/ACTIONS

Business Process Improvement/Lean

- Facilitate Lean projects to increase the consolidation efficiencies in the CIBS and RBC operations and attain acceptable rating of customer satisfaction
- Expand the knowledge and use of Lean continuous improvement efforts to staff in learning forums and active project participation
- Work with leadership and staff to develop performance metrics and gather baseline data for Key Performance Indicators
- Coach key FSA staff to sustain Lean culture and practice
- Develop customer satisfaction survey with staff and leaders

OAS

- Review processes to improve accuracy and timeliness of employee pay
- Offer training and outreach for payroll, grants, and financial management processes
- Develop and conduct training classes to ensure financial standards are understood and increase compliance.
- Improve standardization within chart of accounts by developing action teams to review and improve consistency throughout the agency

CBO

- Facilitate opportunities to align Results in Performance Management (RPM) measures with Core Metrics measures to achieve consistency and avoid duplication of effort
- Improve staffing model, build fund source model, and assist with additional tools
- Evaluate and improve internal and external training resources to meet the employee development needs

FSO

- Cross train staff to complete the consolidation of the administration and ISSD fiscal shops
- Review budget, allotment, projection, chargeback and fiscal year closing processes and automate where possible

CIBS

- Reduce the number of purchase orders processed by ordering larger quantities less frequently
- Procure non-contract purchases under \$10,000
- Utilize the purchase card for payment with all vendors who accept Visa
- Develop and implement an invoice payment tracking and reporting system to monitor and identify areas for improvement

- Develop a desk manual to provide consistency and appropriate internal controls at facilities supported by CIBS

RBCs

- Develop consistent business processes and practices for all three regions to:
 - Expand use of purchase card for purchases, bill paying and travel to increase rebates
 - Ensure consistent, efficient purchasing procedures
 - Create consistent procedures for travel reservations to ensure timely processing of travel requests
 - Implement Time and Attendance reporting to ensure consistency state wide
 - Implement consistent practices to ensure bills/invoices are paid accurately and in a timely manner
- Develop training on:
 - Purchasing and use of E-Purchasing system
 - Travel process and policy
 - Time and attendance paperwork processes and timelines; and
 - Bill payment processes and documentation

INTERDEPENDENCIES

- Internal: FSA; DSHS Executive Management; all DSHS programs, administrations and institutions
- External: Governor’s Office; Office of Financial Management (OFM); Legislature; private consultants; vendors; Department of Early Learning (DEL); Department of Enterprise Services (DES); Health Care Authority (HCA); Department of Retirement Systems (DRS)

KEY PERFORMANCE INDICATORS

Business Process Improvement/Lean

- Number of Lean projects conducted
- Number of Lean learning forums presented

OAS

- Increased timeliness and accuracy of employee payroll and accounting processes
- Reduced questioned costs and audit findings
- Increased percentage of fiscal year close tasks completed within OFM and DSHS timelines

CBO

- Number of Performance Measures aligned between the RPM system and Core Metrics measures
- Percent of fiscal notes transmitted in time for legislative hearings
- Number of days to respond to OFM/legislative inquiries

- Score of satisfactory or better on the Customer Survey
- Score of satisfactory or better on the Employee Survey for all areas that address employee training and competency

FSO

- Number of accurate reports delivered to customers on time
- Number of staff hours saved through automation of processes

CIBS

- Five percent increase in the quarterly purchase card rebate
- Tracking of all purchase request cost savings to be measured against anticipated cost
- Number of written desk manual sections finalized and implemented
- Pay vendors timely and accurately with no disruption to service
- Customers receive accurate products
- Implement warehouse standardization
- Implement contract management across all participating administrations

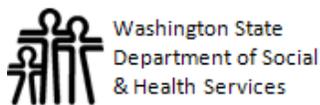
RBCs

- Percent of purchases made on purchase card
- Percent and dollar savings through use of purchase card
- Percent of purchase requests processed within five business days of receipt
- Percent of travel and rental car reservations made at the government rates
- Percent of errors in processing leave
- Percent of leave processed within five business days of receipt
- N33 payroll register reports are submitted timely to programs each pay period
- Percent accuracy of 4259 pre-emptive journal report is 95 percent or higher
- Invoices and bills are paid within current billing cycle
- Percent of erroneous or duplicate payments is less than one percent per month
- Percent of invoices paid on purchase card

2013-2015 Business Plan

**Financial Services Administration – Operations
Support & Services Division**

Vacant, Director
March 2013



Vision

Safe, healthy individuals, families, and communities

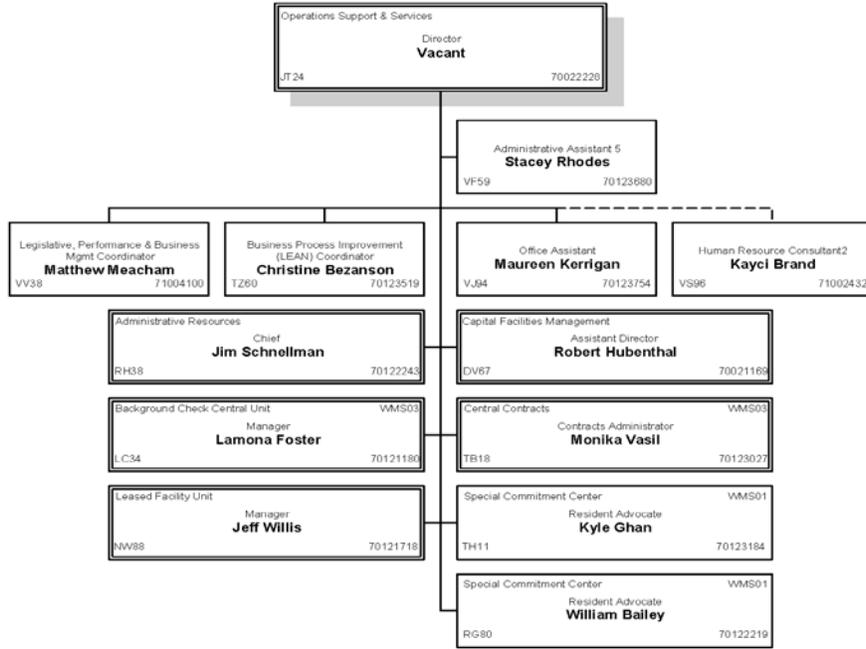
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Operations Support & Services Division



Introduction

The functions completed within the Operations Support and Services Division (the Division or OSSD) align most closely with the Department of Social and Health Services (the Department or DSHS) *Goal 3: Improve individual and public safety*, and *Goal 5: Increase public trust through strong management practices that ensure quality and leverage all resources*.

Functions include (but are not limited to):

- Background checks for providers and staff
- Contracts and procurements for providers, vendors, and Department services
- Capital program budget development and management
- Capital assets management
- Shared leasing services with the Department of Enterprise Services (DES)
- Lease budget management
- Centralized purchasing
- Consolidated maintenance support for Department hospitals, residential facilities, and institutions

DSHS Goal 1

Improve the health status of vulnerable populations.

DSHS Goal 2

Improve economic stability, employment and self-sufficiency.

DSHS Goal 3

Improve individual and public safety.

DSHS Goal 4

Improve individuals' readiness and ability to succeed in school.

DSHS Goal 5

Increase public trust through strong management practices that ensure quality and leverage all resources.

Goals, Objectives, Strategies, Performance Measures

DSHS Goal 1: Improve the health status of vulnerable populations.

STRATEGIC OBJECTIVES

- Support DSHS administrations that provide direct service to vulnerable populations by providing contract support

STRATEGIES/ACTIONS

Central Contract Services (CCS)

- Continue to develop contracts that support vulnerable populations, such as, Enhanced Crisis Stabilization Services

INTERDEPENDENCIES

CCS

- Internal: Aging and Long-Term Support Administration (AL TSA), Developmental Disabilities Administration (DDA), Behavioral Health and Service Integration Administration (BHSIA)
- External: Personal service contractors; client service contractors

DSHS Goal 2: Improve economic stability, employment and self-sufficiency.

STRATEGIC OBJECTIVES

- Provide contract support for DSHS administrations that serve client economic needs

STRATEGIES/ACTIONS

CCS

- Continue to develop contracts for services including: vocational rehabilitation, job placement, retention, and training; employment programs designed to help clients achieve a living wage; grants for the working poor; and child support collection and distribution
- Continue to develop contracts that support employment services, such as: web-based training contracts that cover the fundamentals of assessment and job placement for Division of Vocational Rehabilitation (DVR) clients that require supported employment positions; and employment and day service contracts that help clients to work toward a living wage

INTERDEPENDENCIES

CCS

- Internal: Developmental Disabilities Administration (DDA); Juvenile Justice and Rehabilitation Administration (JJRA)
- External: Personal service contractors; client service contractors

DSHS Goal 3: Improve individual and public safety.

STRATEGIC OBJECTIVES

- Timeliness of background checks
- Effective use of technology for processing background checks
- Provide contract support for safety-related services
- Maintain a safe, healthy workplace/living space at Department facilities

STRATEGIES/ACTIONS

Background Check Central Unit (BCCU)

- Automate background check processing through implementation of an online background check system
- Improve access to background check statistical data and reports for the Department's administrations and managers
- Improve the fingerprint validation process between DSHS and the fingerprint vendor, MorphoTrust USA

CCS

- Continue to provide contracts support for projects such as: Traumatic Brain Injury Helpline Center; Worker's Compensation Administration for Individual Providers/Home Care Referral Registry; Enhanced Crisis Stabilization Services

Capital Facilities Management (CFM)

- Provide maintenance and operations support at DSHS hospitals, residential facilities, and institutions to create a safe, effective environment for clients
- Write a capital budget for prioritized repairs, upgrades and improvements at DSHS hospitals, residential facilities, and institutions; design and construct funded capital projects

INTERDEPENDENCIES

BCCU

- Internal: Background Check Advisory Group; all administrations; Enterprise Risk Management Office (ERMO); and Human Resources Division (HRD)

- External: Office of Attorney General (AGO); Washington State Patrol (WSP); MorphoTrust USA (fingerprint vendor); Home Care Quality Authority; Department of Health (DOH); and the Department of Early Learning (DEL)

KEY PERFORMANCE INDICATORS

BCCU

- Volume of background checks completed
 - Number of name/date of birth checks processed
 - Number of fingerprint checks processed
- Timeliness of background checks
 - Number of days to process a name/date of birth check
 - Number of days to process a fingerprint check (excludes WSP/FBI processing time)
- Using technology to decrease duplicate submissions, form rejects, and fingerprint card rejects
 - Percent of background checks submitted via web service
 - Percent of fingerprints submitted using electronic fingerprint vendor
- Number of individuals with disqualifying background information reported to DSHS programs and service providers who make hiring, contracting, placement, and licensing decisions
- Number of individuals with background information requiring further review¹ reported to DSHS programs and service providers who make hiring, contracting, placement, and licensing decisions

DSHS Goal 4: Improve individuals' readiness and ability to succeed in school.

STRATEGIES/ACTIONS

- Continue to develop contracts designed to remove impediments to school retention, high school completion, and employment through staff consultation to JJRA pre-release teams; and youth Re-entry employment and training
- Continue to process DEL background checks in a timely fashion to allow workers to assist in early childhood development.

INTERDEPENDENCIES

- Internal: JJRA
- External: DEL

¹ Not automatically disqualifying.

DSHS Goal 5: Increase public trust through strong management practices that ensure quality and leverage all resources.

STRATEGIC OBJECTIVES

- Operate in a fiscally responsible, transparent, and cost-effective manner
- Expand and leverage data and performance management practices to improve decision making and client outcomes
- Implement process improvement activities within the Department that promote efficiency, identify and eliminate waste, and improve customer satisfaction
- Minimize financial and legal risks to the Department
- Use data, research and analyses to inform practice, policy and budget decisions, to monitor performance and to manage for success

STRATEGIES/ACTIONS

Business Process Improvement (Lean)

Existing initiatives include:

- OSSD's dedicated Business Process Improvement Coordinator is actively working to implement Lean across the Division, including planning and facilitating projects using a variety of Lean tools, providing just-in-time training to staff, and supplying staff information on and access to other Lean educational opportunities
- Active connection between OSSD's process improvement and section-level business planning activities; business plans inform process improvement work, which in turn impact business plan-identified goals
- Two Lean Practitioners from OSSD (the Business Process Improvement Coordinator and the BCCU External Customer/Vendor Relations Coordinator) have received intensive Lean training through the Governor's Accountability and Performance office
- Partnering with the Budget and Finance Business Process Improvement Coordinator to manage projects where scope touches multiple areas within FSA, administer a Lean SharePoint site for FSA, and conduct trainings/workshops
- OSSD Lean Community of Practice commenced in January, 2013, and includes training on Lean concepts and methods; the nine OSSD participants are expected to message information back to their sections and apply knowledge to current and future projects
- Producing a monthly Lean newsletter specifically focused on OSSD

New initiatives include:

- Development of Lean community of practice within OSSD to enable a further maturation of Lean implementation within the Division; this will include more intensive staff involvement in Lean projects as well as structured training on Lean concepts and facilitation
- With the recent decision to produce a DSHS-wide Lean newsletter, the FSA Lean newsletter will transition to focus specifically on OSSD

- Work with CFM leadership to determine best approach for involving Consolidated Maintenance and Operations (CMO) facility staff in the OSSD Lean Community of Practice

Business Planning and Legislative Coordination

- Develop annual business plans for each OSSD work unit to include specific deliverables, performance metrics for gauging progress, due dates, and person/party responsible
- Manage FSA legislative assignments (bill analyses, hearing reports, etc.) to include accurate, holistic review of pending legislation that includes concrete impacts to the Department, customers, and stakeholders

CCS

- As DSHS budget is reduced, reliance on individual contractors has increased; CCS continues to provide central contract support for procurements impacting all DSHS administrations
- Improve contracting and procurement processes to be more efficient, transparent, and flexible in concert with newly released policies and best practice recommendations from DES as they implement the new Procurement Reform law (RCW 39.26)
- Improve the overall strength of DSHS contracts by increasing the number of performance-based contracting factors included in contracts
- Improve contracts processes and procedures around protection and security of DSHS confidential client information and Protected health Information (PHI under HIPAA) by:
 - Working with ISSD to refine expectations for contractors and simplify contract language where possible
 - Improving contract monitoring policies and risk assessment tools to ensure subcontracts are compliant
 - Creating new tools and resources for contractors and administration contracts staff to help them understand and appropriately apply and include Data Security Requirements and HIPAA Business Associate language in contracts and subcontracts
- Create and make available online certain components of contracts training to allow staff who need the training to more easily access it from their existing work locations on their own schedule
- Continue development and improvements to the Agency Contracts Database (ACD) to:
 - Ensure successful, timely working interface to ProviderOne
 - Support changes from the Procurement Reform law and new DES policies; and
 - Support improved contract monitoring around data protection and subcontractors

CMO

- Deliver CMO performance data to customers
- Implement efficient management of facility vehicle fleet

- Implement Preventive Maintenance module to Advanced Maintenance Management System (AMMS)
- Improve safety throughout the CMO

Office of Capital Assets Management (OCAM)

- Promote appropriate identification and efficient use of excess property by:
 - Streamlining the annual review and identification of excess property
 - Developing online tools for access to information on available excess property
 - Developing consistent procedures for mothballing closed building
 - Increasing solicitation of proposals for uses of excess property
- Develop standards for resources designated to support asset preservation
- Continue improvement of the contract system related to the rights to and use of capital assets

Office of Administrative Resources (OAR)

- Develop an Enterprise Supply Chain Management Program
- Develop a standardized food program for DSHS Residential Facilities and Hospitals
- Increase agency p-card usage opportunities, agency rebates, and improve p-card program structure
- Improve wireless program structure
- Track the transition of Blackberry wireless services to ActiveSync; transition to be completed by June 30, 2013
- Organize and improve the inventory tracking of the agency warehouse

Leased Facilities Unit (LFU)

- Identify and implement process improvement efforts, including evaluating how to provide leased services across multiple agency service providers
- Develop processes to centralize management of the DSHS Lease Budget

INTERDEPENDENCIES

Business Process Improvement (Lean)

- Customers and impacted stakeholders will be involved in any Lean project OSSD manages (because of OSSD's breadth, key business partner involvement will vary from project to project)
- While differing from project-to-project, key stakeholders will include staff from:
 - OSSD sections; other administrations within DSHS, including ISSD whenever a process includes a system component; and external state agencies
 - Customers may be derived from the above entities or from those entities external to state government
 - For any of the above, leadership involvement will be necessary to secure the appropriate participants on a project and to broadly support Lean efforts across the Division

- Other Lean stakeholders include: DSHS Planning, Performance and Accountability leadership and staff, and the Governor’s Accountability and Performance office

Business Planning and Legislative Coordination

- Internal: All OSSD units; ISSD; other DSHS programs
- External: Other partner state agencies that require coordination on legislation (OFM, DES, etc.)

CCS

- Internal: DSHS Key Contract Coordinators; ISSD; ERMO; Children’s Administration (CA); JJRA; CPU; Diversity and Inclusion; Behavioral Health and Service Integration Administration (BHSIA); Developmental Disabilities Administration (DDA); Aging and Long-Term Support Administration (AL TSA); Economic Services Administration (ESA)
- External: DES contracts section; Washington Association of Contracts Specialists; AGO; Central Services Advisory Group; Area Agencies on Aging; Indian Policy Advisory Committee (IPAC)

CMO

- Internal: hospitals, residential facilities statewide, and institutions; Office of Capital Programs
- External: Department of Corrections (DOC); Martin Hall (County Juvenile Rehabilitation staff); local city and county jurisdictions; Military Department; local law enforcement; State Fire Marshal; multiple vendors

Office of Capital Programs (OCP)

- Internal: DSHS Mental Health Systems; DDA; JJRA; CCS; Office of Capital Assets Management; Leased Facilities Unit
- External: AGO; Department of Commerce; DES; Department of Natural Resources (DNR); Department of Archeology and Historic Preservation; Department of Ecology; OFM; local governments; Department of Labor and Industries (L&I); Employment Security Department (ESD); Department of Revenue (DOR)

OAR

- Internal: Agency purchasing staff; business managers; residential facility warehouse staff; Accounting Policy Management Board Committee; FSA; ISSD; CCS; ORC
- External: DES Procurement; OFM Policies and IT Systems; contracted statewide vendors

OCAM

- Internal: Asset Management Advisory Committee; DSHS programs operating facilities on state-owned property; CCS; DDA; JJRA; BHSIA; institutional staff; DSHS budget office; ISSD; ERMO

- External: AGO; DES; Department of Natural Resources; Department of Commerce; Department of Ecology; Department of Health (DOH); OFM; state agencies that occupy space on DSHS residential facility campuses; other tenants on DSHS campuses; local governments; advocacy groups; DSHS programs operating facilities and/or DSHS programs that license/certify housing for persons with disabilities

Leased Facilities Unit (LFU)

- Internal: DSHS programs; ISSD; Leased Facilities Advisory Committee; Regional Strategic Planning Committees
- External: DES; OFM; DEL

KEY PERFORMANCE INDICATORS

Business Process Improvement (Lean)

- Number of staff completing training certification through OSSD Lean Community of Practice
- Number of OSSD staff participating in Lean projects
- Number of OSSD staff leading Lean projects
- Percent of OSSD Lean projects meeting implementation plan timeframes

Business Planning and Legislative Coordination

- Percent of Bill Analyses completed in 48 hours
- Number of Bill Analyses that require additional staff work (measures completeness/accuracy of information)
- Number of OSSD units with updated Business Plan
- Number of OSSD units with quarterly update to Business Plan

CCS

- Number of contracts signed in calendar year (can be broken down by contract type)
- Timeliness of contracts
- Percentage of contracts that exceed minimum performance-based contracting requirements
- Number and value of procurements managed in calendar year

CMO

- Improved performance data provided to CMO customers, including monthly work order summary
- Increased monthly miles driven per CMO vehicle
- Reduce overall number of vehicles by 10 percent
- Reduce safety incident rates
- Preventive maintenance module in AMMS implemented
- Increase in preventive maintenance projects
- Reduce emergency maintenance projects

OCP

- Percentage of biennial capital budget under contract
 - Broken out by each program
 - Broken out by institutions
- For capital appropriations, are projects making adequate progress to be completed within the biennium?
 - Percent funded capital projects started
 - Percent of projects completed by end of biennium
- Are the most pressing facility preservation needs being addressed?
 - Percent of identified deficiencies included in the DSHS 10-year Capital Plan
 - Percent of preservation projects receiving capital funding

OCAM

- Online tools listing excess property available for review
- Achieve measurable progress on procedures for mothballing closed buildings
- Increase solicitation of proposals for uses of excess property
- Establish Agency working group to develop standards for resources designated to support asset preservation
- Timely contract completion and renewal
- Timely space request review and response
- Timely completion of annual inventory of excess property

OAR

- Develop an Enterprise Supply Chain Management Program:
 - Consistent use of consumable inventory system (PMX) in order to develop baseline reporting metrics and incorporate standard supply management practices
 - Develop a supply chain policy and have it signed and adopted
 - Develop and implement a supply chain procedure manual and training methodology
- Develop a standardized food program for DSHS Residential Facilities and Hospitals:
 - Target a \$1.80 average monthly meal cost for JJRA Residential Facilities
 - Develop a standardized menu meeting new USDA guidelines
 - Target a \$2.50 average monthly meal cost for JJRA Group Homes
 - Develop a standardized JJRA Group Home meal plan
 - Develop and implement a comprehensive DSHS food policy and training
- Increase P-Card spending and improve file-turn and program structure:
 - Reach quarterly rebates of \$76,000
 - Increase agency spend amount by \$750,000 over previous quarter to reach quarterly spend of \$6.5 million
 - Decrease agency file turn to 23 days or fewer
 - Release of P-Card program guide

- Improve wireless program structure:
 - Engage stakeholders to conduct needs assessment and provide quarterly report that identifies new equipment and wireless plan specials
 - Draft and finalize a Wireless Device Request and Approval form with stakeholder input;
 - Deliver a finalized policy for Use and Monitoring of Wireless Devices
 - Transition all Blackberry services to ActiveSync by June 30, 2013

LFU

- Lease budget²
 - Number of leases and subleases managed
 - Leased square footage/area leased per employee – Monitor changes over time as this indicates effectiveness of planning and increases/decreases have budget impacts
 - Number of leases over/under budget
 - Number of lease renewals for which a savings of 10 percent was achieved
- Timeliness of lease management
 - Number of renewals without extensions or holdovers

² Note that DSHS has control over only part of the lease budget and lease management processes. DES also plays a role and could potentially have impacts on budget and timeliness.