

Strategic Plan  
2017-2019

Vann Smiley, Deputy Secretary



# Financial Services Administration

October 2017

**DSHS MISSION**

To transform lives

**DSHS VISION**

People are healthy  
People are safe  
People are supported  
Taxpayer resources are guarded

**DSHS VALUES**

Honesty and Integrity  
Pursuit of Excellence  
Open Communication  
Diversity and Inclusion  
Commitment to Service

**FSA MISSION**

We transform lives by promoting sound management of Department resources

**FSA VISION**

Effective, efficient and accountable financial, operational and risk management services

**FSA VALUES**

Stewardship  
Teamwork  
Collaboration  
Respect  
Advocacy

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Want to know how to provide the best customer service? Look no further than FSA, whose priority on teamwork and respect leads to top-notch resource management.

– Cheryl Strange, Secretary, DSHS

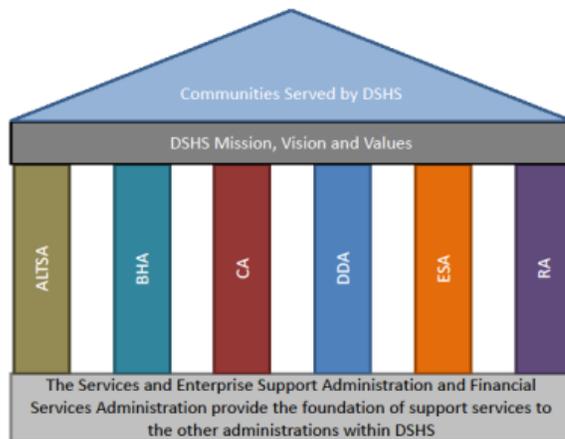


DSHS clients and staff rely on the valuable work of all FSA employees in many different ways. Thank you for your remarkable dedication in serving our customers as we accomplish our mission of transforming lives by promoting sound management of Department resources.

– Vann Smiley, Deputy Secretary, FSA



The Department of Social and Health Services' (DSHS), Financial Services Administration (FSA), along with our partner the Services and Enterprise Support Administration, provides support services and infrastructure for administrations within DSHS. Together the units within FSA build a foundation for the Department's direct services to clients and communities. FSA provides support to approximately 19,000 staff and approximately 23,000 contractors each year.



[Link to Organizational Chart](#)

FSA provides leadership in financial, operational, emergency management and risk management services to support DSHS' mission and goals. By promoting sound resource management, FSA enables programs throughout DSHS to place a priority on their core, client-focused missions. The work of FSA touches all parts of the Department. FSA applies continuous improvement principles and process improvement techniques to deliver more effective and efficient services. The administration subscribes to the values of stewardship of all resources; teamwork and collaboration within the administration, across DSHS and with our partners throughout the state; advocacy for the resources DSHS needs to provide services to our clients; and respect for each other and those we serve.

**FSA consists of five divisions:**

- The Office of the Deputy Chief Financial Officer provides budget management for DSHS through its Central Budget Office. It prepares and submits the Department's annual and biennial budget requests to the Governor's Office and responds to fiscal note requests from the state Legislature. It is a key participant in financial forecasting and strategic planning activities for DSHS. Budget and accounting services are provided to the executive and administrative services of DSHS through the Fiscal Services Office within the Office of the Deputy Chief Financial Officer.

**Our Work At A Glance**

- The Operations Support and Services Division (OSSD) creates a solid foundation for DSHS by way of strategic management of owned and leased facilities; warehouse management; maintenance; contracting and purchasing oversight and services; and mail, administrative and facility management services to Office Building 2 (OB-2).
- OSSD maximizes DSHS resources by fleet, wireless, asset, p-card and supply chain management and ensures DSHS serves the needs of clients by conducting background checks on staff and contractors, and by providing certified and authorized interpreters and translators. Consolidated Institutional Business Services processes approximately 15,000 purchase requests.
- Regional Business Centers process approximately 19,200 purchase requests.
- Payroll processes approximately 468,000 paychecks and issues more than 25,000 W2s.
- Grants management oversees more than 130 grants providing over \$3.5 billion in federal funding to DSHS.
- The Travel Unit processes more than 47,000 reimbursement requests for employees, volunteers and board members through the Travel and Expense Management System.
- The Central Budget Office responds to more than 300 fiscal note requests, providing cost estimates on proposed legislation and submits more than 150 decision packages for agency budget requests to the Office of Financial Management and the Legislature.
- The safety staff travel more than 35,000 miles to conduct safety and health consultations, training and direct-service ergonomic evaluations at DSHS locations across the state.
- Risk Management performs more than 300 risk assessments to evaluate the financial viability of prospective long-term adult care facilities.
- Audit Services spends more than 19,000 hours completing internal audit and consultation engagements.
- The Claims Management section receives more than 1,200 new Workers Compensation claims.
- The Resident Advocates at the Special Commitment Center respond to almost 4,500 issues. More than 90 percent are resolved by year's end.



- **Enterprise Risk Management Office (ERMO)** consists of Loss Prevention Services and Audit Services. ERMO is responsible for coordinating risk management activities and advising the Secretary and Assistant Secretaries on potential risk issues of significant consequence to DSHS.
- **Finance Services Division (FSD)** consists of the Office of Accounting Services, Consolidated Institutional Business Services and the Regional Business Centers. It provides financial and other business services across DSHS. FSD supports its customers by providing sound financial and business management, guidance and analysis, and develops policies and procedures to ensure compliance and a strong internal control environment.
- **Emergency Management Services (EMS)** provides guidance, direction and standards to promote the Department's ability to respond effectively to emergencies and disasters.
- **Operations Support and Services Division (OSSD)** consists of the Operations and Administration Unit; Background Check Central Unit; Capital Facilities Management; Consolidated Maintenance and Operations; Central Contracts and Legal Services; Office of Administrative Resources for fleet management; language testing and certification; Leased Facilities Unit; OB-2; facilities and mailroom services; facilities maintenance and surplus services; purchasing services; supply chain management; and wireless services.

## Goals

At DSHS, we transform lives. This strategic plan was created purposefully and is monitored frequently to ensure DSHS serves our clients and Washington State to the best of our ability. Whether we are fixing the plumbing at a state psychiatric hospital, assessing clients' needs or ensuring kids have safe and stable living conditions, each of us has an effect on the lives of the 2.8 million clients that we serve.

Every DSHS employee contributes to the strategic objectives in this strategic plan. In turn, each strategic objective aligns with the DSHS goals, which align with Results Washington goals. (See the Appendix).

## Strategic Objectives

Below are the details of our Strategic Plan to meet our strategic objectives. Each strategic objective is discussed under its larger DSHS goal area. Each strategic objective includes a statement of its importance, a quantified success measure, a timeline for achieving it and, most importantly, an action plan. FSA strategic objectives are reported quarterly and can be [found at the DSHS Strategic Plans page online](#). Each FSA action plan is updated quarterly.

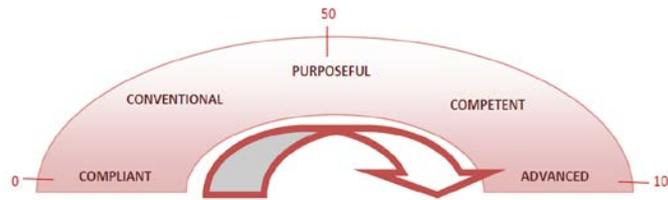
### Strategic Objectives, Importance, Success Measures and Action Plans

**DSHS Goal: Quality of Life – Each individual in need will be supported to attain the highest possible quality of life.**

**Strategic Objective 1.1: *Equity, Diversity and Inclusion (EDI)*** – Increase strategic efforts to build an equitable, diverse and inclusive work environment. Using the progress continuum from the Institute for Diversity Certification, FSA will execute several initiatives in the 2017-19 biennium to increase diverse employees and business partners under the state law (RCW 39.19) administered by the Office of Minority & Women's Business Enterprises (OMWBE).



FIGURE 1. DIVERSITY DEVELOPMENT CONTINUUM



**Importance:** FSA values align with and support Governor Inslee’s Results Washington goals for a prosperous economy, efficient, effective and accountable government and with the DSHS value of diversity and inclusion. FSA’s responsibility as a steward of government resources require it to thoughtfully develop relationships within the team and with customers and business partners to support diverse, fair and participative activities. This biennium FSA will begin efforts to gauge satisfaction for customer, team, and communication interactions in areas of EDI. Additionally, FSA holds responsibility to administer contracts and we have an obligation to increase diverse business partners and educate other DSHS administrations about alternative vendor opportunities so that we achieve our goal.

**Success Measure:** Complete a standardized onboarding program for new FSA employees by June 30, 2018.

**Action Plan:** Develop an onboarding checklist to help new hires transition into their jobs and to engage with our agency and its mission, in coordination with the FSA Team Satisfaction Objective (Strategic Objective 3).

**Success Measure:** Increase manager and supervisor attendance at basic supervisory trainings to 90 percent by June 30, 2019.

**Action Plan:** Monitor and report attendance for basic supervisory trainings.

- Attending these trainings will be added as an expected performance item in each supervisor’s PDP.

**Success Measure:** Establish baseline equity, diversity, and inclusion data by way of a FSA assessment by June 30, 2018.

**Action Plan:** Conduct a brief diversity and inclusion survey of employees to serve as a baseline from which to measure FSA’s progress on EDI.

**Success Measure:** Increase the OMWBE participation rate from the fiscal year 2016 rate of 4.31 percent to 6 percent by June 30, 2019.

**Action Plan:**

- Focus on “Direct Buy” to increase the DSHS participation rate.
- Research, develop and implement tools and strategies for more accurate reporting and monitoring of data.
- Partner with business support organizations to build external relationships with minority, women, veteran-owned businesses and small businesses to create awareness of DSHS business partnership opportunities.



- Provide information about DSHS contracting opportunities with newly registered small businesses.

**DSHS Goal: Public Trust – Strong management practices will ensure quality and efficiency.**

**Strategic Objective 2.1: *Customer Satisfaction*** – Measure FSA service interactions to increase customer satisfaction with internal DSHS customers who receive our back-office and support services.

**Importance:** FSA staff provide numerous support services. As a support function for all of DSHS administrations, FSA places a high priority on service to our internal customers in part by ensuring clean and safe facilities for clients. Some FSA divisions already survey internal customers and FSA seeks to standardize its feedback measures to create a consistent metric so that it may gauge its helpfulness, responsiveness and respect toward customers.

**Success Measure:** Establish a customer satisfaction plan in each FSA division by December 31, 2017.

**Action Plan:** Each FSA division will assess current customer satisfaction actions and determine how to increase helpfulness, responsiveness, and respect within their business areas.

**Success Measure:** Implement one or more customer service measure mechanisms in each FSA division by June 30, 2018, and increase the percentage in each FSA Division to the question, *“We use customer feedback to improve our work processes”* by 2 percent by June 30, 2019.

**Action Plan:** Each FSA Division will use continuous improvement methodologies to maintain existing or establish new ways to obtain customer feedback and gauge customer satisfaction. The FSA Divisions will use continuous improvement methodologies to maintain existing or establish new ways to obtain customer feedback and gauge customer satisfaction.

**Strategic Objective 2.2: *Team Satisfaction*** – Increase team satisfaction throughout FSA.

**Importance:** Team satisfaction influences customer satisfaction and organizational studies prove that highly engaged employees are critical to an organization’s success. FSA’s goal is to give employees the skills, tools, and workplace environment they need to be successful in their work. FSA wants to improve team satisfaction so that all employees feel supported and encouraged to do their important work every day. When FSA employees feel satisfied with their teams, they are more likely to provide better customer service and work at a higher level of excellence toward our mission of transforming lives.

**Success Measure:** Increase employee satisfaction rates from the baseline in the 2015 employee survey, and strive for a 2 percent increase in the following target area, by December 31, 2019.

- *Question 11 – “A spirit of cooperation and teamwork exists in my workgroup.”*

**Action Plan:**

- Expand the Finance Services Division’s Mentorship Program throughout the administration and incorporate sponsorship opportunities for staff.
- Use the Finance Services Divisions’ onboarding tools as a starting point to develop an FSA onboarding program that allows customization at the Division level.



**Strategic Objective 2.3: Communication Satisfaction** - Promote connectivity and inclusion; build a unified, loyal front among employees and increase the trust of all FSA staff, stakeholders and customers through improved communication. Encourage and foster a culture of open communication and transparency within FSA and establish a consistent process for sharing information across the organization.

**Importance:** Open and positive communication among FSA employees comprise the cornerstone of all of FSA's strategic objectives. All staff should receive the same message and timely information about news and specifically, change, throughout DSHS and FSA. Most importantly, FSA aims to help staff clearly understand how they contribute to the goals of FSA, DSHS and the overall mission of transforming lives. Improving communication in the workplace is impossible without first building a culture of transparency and accountability. Trust is an essential prerequisite for effective workplace communication.

**Success Measure:** Increase the Employee Survey satisfaction rates in each FSA Division by 2 percent, in the following target areas by December 31, 2019:

- Question 3 – *“I know how my work contributes to the goals of my agency.”*
- Question 12 – *“I know how my agency measures its success.”*
- Question 14 – *“I receive clear information about changes being made within the agency.”*
- Question 15 – *“I am encouraged to come up with better ways of doing things.”*

**Action Plan:**

- Each FSA Division will assess current communication efforts and use existing, or develop new, communication techniques to create an environment centered on:
  - Open, two-way, frequent and regular communication that builds cohesion.
  - Staff involvement and input for developing new and innovative ways for communication.
  - FSA will use the Employee Survey workgroup to discuss communication best practices and inspire new ideas, and expand workgroup participation to include geographical located facilities and regional representation, reflective of the size of FSA divisions.
  - FSA Operations will develop a communication plan to include the Deputy Secretary and division communication schedules and efforts.

**DSHS Goal: Safety – Each individual and community will be safe.**

**Strategic Objective 3.1:** Fulfill [Executive Order 16-06](#) on state agency enterprise risk management by assisting DSHS administrations in identifying and mitigating risk environments affecting their workplace and client settings. ERMO will partner with programs to increase safety, decrease incidents and develop mitigation plans for identified risks.

**Importance:** DSHS is responsible for numerous state resources, most importantly client and employees welfare. It is necessary to assess what potential and probable risks might affect business operations and the quality of care to our clients. DSHS leaders must understand the most serious exposures and make informed decisions about how to deploy resources to lessen risk. In addition to preventing the loss of life or assets and expensive litigation, developing and sustaining a risk management framework throughout DSHS can lead to innovation for mitigating risk. ERMO's risk management initiative is critical to comply with this executive order.



**Success Measures:**

- Achieve a 20 percent reduction in incidents requiring medical treatment beyond first aid, per 100 full-time employees, from 7.19 to 5.75, by December 31, 2018.
- Achieve a 10 percent reduction in client-to-staff assault related incidents per 100 full-time employees, from 4.79 to 4.31, by December 31, 2018.

**Action Plan:**

- Create a culture of safety by providing DSHS staff with appropriate and adequate training, focused on areas identified through incident trend analysis. Ensure all assault reports are provided to the Safety Committee for review and are used as a tool to reduce the number of assaults.



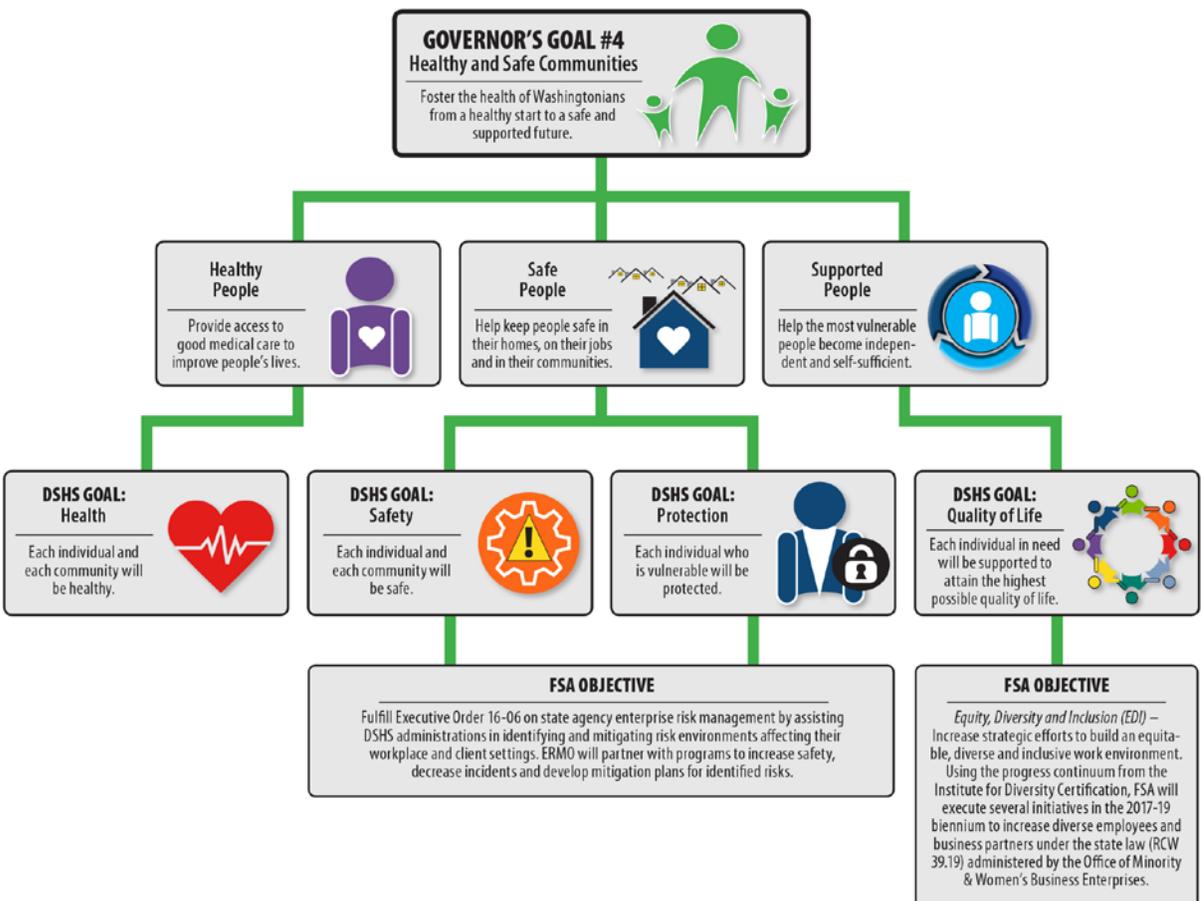
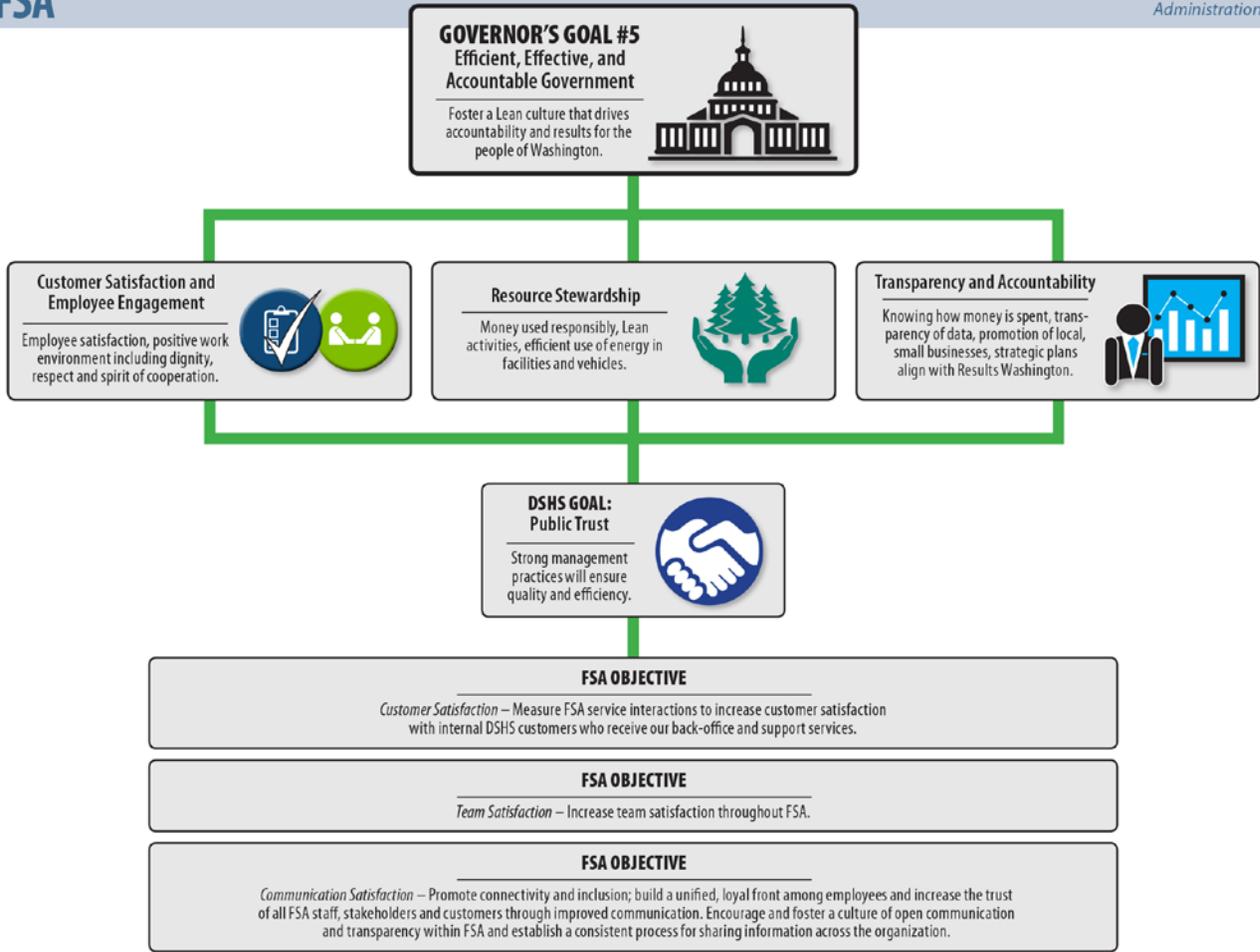


# How does our Strategic Plan align with Results Washington?

Results Washington is a strategic framework instituted by Governor Jay Inslee in 2013. It includes five overarching goals. DSHS reports on Goal 4: Healthy and Safe Communities and Goal 5: Efficient, Effective and Accountable Government. Our measures align our day-to-day operations to our Strategic Plan and Results Washington.

FSA

Financial Services Administration



Each strategic objective in this strategic plan supports one or more of the five broad goals for DSHS:

- Health: Each individual and each community will be healthy.
- Safety: Each individual and community will be safe.
- Protection: Each individual who is vulnerable will be protected.
- Quality of Life: Each individual in need will be supported to attain the highest possible quality of life.
- Public Trust: Strong management practices will ensure quality and efficiency.

DSHS' goals of Health, Safety, Protection, and Quality of Life align with Results Washington Goal 4: Healthy and Safe Communities. It focuses on:

- Healthy People: Providing access to good medical care to improve people's lives.
- Safe People: Helping keep people safe in their homes, on their jobs and in their communities.
- Supported People: Helping the most vulnerable people become independent and self-sufficient.

The DSHS goal of Public Trust aligns with Results Washington Goal 5, Efficient, Effective and Accountable Government, fostering a Lean culture that drives accountability and results for the people of Washington.

The focus of Goal 5 is:

- Customer Satisfaction and Employee Engagement: Employee satisfaction, positive work environment, including dignity, respect and a spirit of cooperation.
- Resource Stewardship: Money is used responsibly, Lean activities, efficient use of energy in facilities and vehicles.
- Transparency and Accountability: Knowing how money is spent, transparency of data, promotion of local, small businesses, and having strategic plans that align with Results Washington.

