



Services and Enterprise Support Administration

October 2016

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

SESA MISSION

We transform lives by helping those who serve succeed

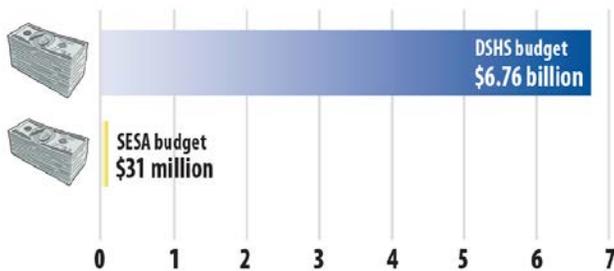
SESA VISION

Quality service driven by client needs

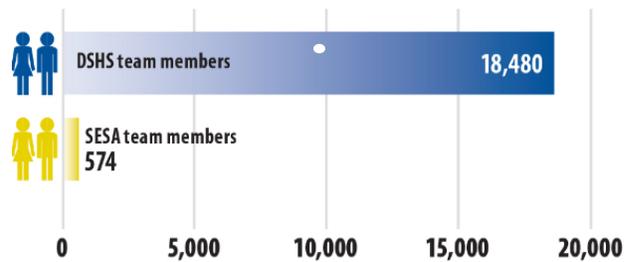
SESA Values

Trust
Accountability

BUDGET (July 2015 - June 2016)



NUMBER OF TEAM MEMBERS (as of June 30, 2016)



The number of team members is an approximate count and includes part-time staff.

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STATE OF WASHINGTON
DEPARTMENT OF SOCIAL AND HEALTH SERVICES
1115 Washington Street SE, Olympia, Washington 98504-5010



SECRETARY LETTER

October 2016

Dear Teammates:

Before jumping into the details of the Services and Enterprise Support Administration strategic plan for the future, I want to recognize all of the great work that already has been done, particularly in the past year. We've seen great progress, including:

- The Office of Fraud and Accountability is effectively and innovatively pursuing public benefits fraud.
- The Office of Communications continues to improve our user-friendly, service-oriented website.
- Our Lean management efforts led by the Office of Planning and Continuous Improvement are among the best, if not the best, in the state.
- Our outstanding government-to-government work with tribes by the Office of Indian Policy is a model for other states.

While we have accomplished much, we have more to do to ensure we provide the very best social services to Washingtonians. Among other things, the Services and Enterprise Support Administration will focus on ensuring we have a workplace that embraces diversity, equity and inclusion to ensure all voices are heard; that we attract and retain the best workforce in Washington; that we ensure client and employee information is held securely; and that we respond to the public and policymakers when they seek our assistance or advice.

Your back office work tirelessly supports our direct services administrations and clients, playing a critical role in transforming lives. Thank you for all you do for our DSHS clients.

Sincerely,

Patricia K. Lashway
Acting Secretary

DSHS: Transforming Lives





STATE OF WASHINGTON
DEPARTMENT OF SOCIAL AND HEALTH SERVICES
1115 Washington Street SE, Olympia, Washington 98504-5010



ASSISTANT SECRETARY LETTER
October 2016

Dear SESA Colleagues:

As we publish our latest strategic plan, I want to thank you for your work to transform lives in the past year. While only a few of you have direct, day-to-day contact with our clients, your services and supports are absolutely necessary for your teammates to meet the needs of those who turn to DSHS for support.

Guided by our strategic plan, we have accomplished much in the last year. We used innovative techniques to find and crack down on food-assistance fraud. We launched an updated DSHS website that receives two million visits a year. We conducted 5,500 recruitments, so we have staff in place to transform lives. We made certain that \$1.1 billion in client services was securely billed and paid. We trained almost 70 Lean practitioners who conduct process improvement projects for the DSHS. We published 22 studies on DSHS program outcomes and effectiveness. We improved our systems to ensure privacy and confidentiality of client records.

This strategic plan update highlights past work, and lays the foundation for the next round of improvements, including more intensive government-to-government work with tribes on issues affecting children and families; expanding contracting opportunities for women-, minority- and service-member-owned businesses; using technology to enhance customer service; and making DSHS the state government employer of choice. We will find ways to measure our progress and success in all of the areas outlined in the plan.

Our offices and divisions are very diverse, yet we work together seamlessly to produce excellent results. When you read the SESA strategic plan and your work group's unique business plan, you will see how your work transforms lives of those served by DSHS.

Sincerely,

Dana Phelps, Assistant Secretary
Services and Enterprise Support Administration

DSHS: Transforming Lives

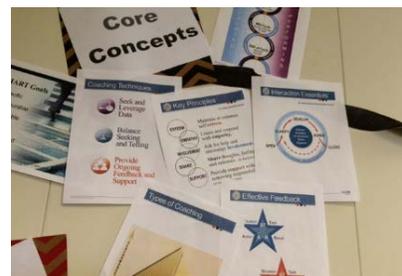


Introduction

The Department of Social and Health Services (DSHS), Services and Enterprise Support Administration (SESA) provides support services and infrastructure for administrations within DSHS. Together the units within the administration build a foundation for the Department's direct services to clients and communities, helping DSHS save money and allowing employees to be more productive. SESA provides support to approximately 18,000 staff and approximately 23,000 contractors each year.

SESA's major services include:

- **Office of Communications (OOC)** includes media relations, internal and external communications, visual communications and the Victim/Witness Notification Program.
- **Office of Planning and Continuous Improvement (OPCI)**, which includes the Office of Continuous Improvement (OCI), supports accountability through building agency capacity in the areas of strategic planning, performance monitoring and reporting, Lean/continuous improvement, organizational development and project management.
- **Office of Diversity and Inclusion (ODI)** provides services and support related to equity, diversity, inclusion and cultural competence. ODI administers the DSHS Affirmative Action Plan and supplier diversity plans.
- **Emergency Management Services (EMS)** provides agency-level policy direction, planning and training to DSHS administrations and institutions so the agency is prepared, our employees are safe and service to our clients is uninterrupted during emergencies. EMS also coordinates state-level mass care planning and response so that Washington residents who are displaced by disasters receive shelter, food and other life-sustaining services to support their recovery.
- **Office of Fraud and Accountability (OFA)** serves to protect the integrity of all DSHS programs and to ensure that the right benefits are provided to the right people.
- **Human Resources Division (HRD)** partners with DSHS administrations to recruit, develop, engage and retain committed, high-performing employees. HRD provides comprehensive consultative and technical human resource services for more than 18,000 people.
- **Office of Indian Policy (OIP)** promotes a government-to-government relationship between DSHS and tribes and collaboration with the Recognized American Indian Organizations to assure quality and comprehensive service



delivery to all American Indians and Alaska Natives in Washington.

- **DSHS Enterprise Technology Division (ET)** is the primary provider for agency-wide information technology services such as network infrastructure, telephone and voice, data security, enterprise architecture and enterprise technology governance.
- **Technology Services Division (TSD)** serves the information technology needs of the SESA and the Financial Services Administration for application development, project management, business analysis, help desk and desktop support.
- **Office of Policy and External Relations (OPER)** manages government relations, administrative rules and hearings, constituent services, privacy, public records and the Public Safety Review Panel.
- **Research and Data Analysis (RDA)** provides relevant analyses of government-funded social and health services in Washington using integrated outcome data. RDA surveys clients and employees, coordinates and reports performance information for DSHS, and supports the Washington state Institutional Review Board.

In a typical year, SESA staff provide these services:

Policy and External Relations

- Prepares 2,775 analyses on 689 legislative bills and coordinates 30 presentations and 60 studies and reports to the Legislature.
- Answers 40,000 constituent phone calls to DSHS' toll-free number, responds to 5,100 email questions and manages 1,750 referrals from elected officials.
- Hears 250 appeals of DSHS decisions.
- Holds hearings on 55 new or amended rules, affecting 563 sections of the Washington Administrative Code.

Indian Policy

- Ensures direct and timely access for tribal participation in planning to improve service delivery to Indian people by developing recommendations with DSHS administrations, 29 Tribal governments, the Secretary's Indian Policy Advisory Committee and Indian organizations.

Fraud and Accountability

- Identifies more than 250 overpayments, totaling \$2.4 million.
- Conducts 181 investigations focused on EBT card fraud and trafficking, saving more than \$350,000.

Research and Data Analysis

- Links data from nearly 20 Department and external agency data systems to identify services used by more than 2.5 million clients and publishes detailed client counts by service and geographic area to the web.
- Evaluates client data and publishes 22 studies on outcomes and program effectiveness.
- Conducts the biennial employee survey, prepares more than 500 analytic reports for individual work units based on survey results and surveys more than 1,800 clients to determine satisfaction with services.



Human Resources

- Conducts more than 5,500 recruitments for new staff.
- Provides 3,920 training opportunities with in-house instructors.
- Processes more than 30,000 Human Resource Management System transactions monthly.

DSHS Enterprise Technology

- Maintains secure billing and payment services used by more than 3,000 caseworkers to pay more than \$570 million to 21,500 social service providers who serve 120,000 clients.
- Provides network management and telecommunications services to approximately 18,000 DSHS employees in 186 offices statewide.
- Images an average of 2.5 million pages of documents per month.

Communications

- Provides information on the DSHS website to 167,000 people a month for two million visits a year.
- Creates more than 1,000 videos, brochures and publications for DSHS administrations.
- Tells the DSHS story by:
 - Providing internal communications (Inside DSHS, The Weekly).
 - Maintaining and updating DSHS social media presence (Facebook, Twitter).
 - Responding to upward of 30 inquiries from news media each month, working collaboratively with DSHS partners to ensure accurate, timely messaging.

Planning and Continuous Improvement

- Coordinates development and ensures alignment of and consistency between the eight administrations' strategic plans in support of the overall DSHS goals.
- Monitors and reports on over 100 DSHS performance measures.
- Trains about 70 Lean practitioners across the agency to conduct 80 process improvement projects. Process improvement teams' work has freed up case workers to help with child safety, trimmed \$3.5 million a year in energy costs and reduced client X-ray costs by \$265,000 a year.
- Hosts 20 three-day workshops to provide professional development to 1,000 DSHS leaders.

Goals

Stated as a mission, the goal of the Services and Enterprise Support Administration is **to transform lives by helping those who serve succeed**. Fully realized, this creates our vision: individuals, families, and communities are thriving because our customers – DSHS staff and partners who serve those people and communities – are successful. To track our progress toward this mission and this vision, we set performance goals in specific areas.

- Enhance the quality of DSHS services through continuous improvement and by promoting the Lean management culture.
- Make DSHS an employer of choice by hiring, developing and retaining an informed, inspired, diverse and engaged workforce.
- Protect DSHS clients' confidential data and records.



- Investigate potential fraud to ensure public benefits are used by the right people, at the right time and for the intended purpose.
- Provide data, analyses and information to support innovations that improve the effectiveness of services for clients.
- Increase the level of DSHS preparedness for emergencies and disasters.
- Strengthen government-to-government relations through joint business planning.
- Increase the efficiency of administrative hearings and appeals.
- Provide easy public and staff access to understandable, accurate information about DSHS.
- Ensure technology investments meet current and emerging business needs.
- Develop and support legislative initiatives that meet client needs and promote program efficiencies.

Governor Jay Inslee’s Results Washington Goals

SESA is a partner in Governor Jay Inslee’s Results Washington, a focused effort to create effective, efficient, and accountable government. Results Washington Goal Area 5 is Efficient, Effective, and Accountable Government. Under this area, SESA supports accomplishment of multiple success metrics, all of which are addressed throughout the DSHS strategic plans.

SESA supports seven indicators under goal topic *Customer Satisfaction and Employee Engagement*:

- Increase percentage of agencies measuring customer satisfaction for agency core services by January 2017.
- Increase percentage of agencies measuring timeliness for agency core services by January 2017.
- Increase Washington state as an employer of choice by January 2017.
- Increase the percent of employees who report they are satisfied with their jobs by January 2017.
- By January 2017, increase the percent of employees who report they are engaged.
- Increase the percent of employees who report they believe they are making improvements that customer’s value.
- By January 2017, increase the percent of employees who report their leaders create a culture of respect, feedback, and recognition.

SESA supports four indicators under goal topic *Resource Stewardship*:

- By January 2017, increase the percentage of projects with measured improvements in cost and/or quality, safety, time, customer satisfaction, and employee satisfaction.
- By January 2017, increase the number of Lean projects.
- By January 2017, increase the percentage of state employees receiving Lean training.
- By January 2017, increase percentage of supervisors, managers, and executives completing Lean training.

SESA supports two indicators under goal topic *Transparency & Accountability*:

- By January 2017, increase the variety of data available on state portals.
- By January 2017, increase percentage of agencies with strategic plans aligned to Results Washington goals.



Department of Social and Health Services Goals (DSHS)

DSHS has five broad goals: Health, Safety, Protection, Quality of Life and Public Trust. SESA has the following strategic objectives in support of the DSHS goals as listed below:

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 obtain the highest possible quality of life.

Public Trust: Strong management practices will be used to ensure quality and efficiency.

Acting Secretary's Special Focus Area

DSHS Acting Secretary Pat Lashway has highlighted the following focus area for SESA during this strategic plan period:

Protect Sensitive Client Data – Programs throughout DSHS collect and use sensitive banking and identification data. The Department recognizes the value of and its responsibility for safeguarding this data. The Acting Secretary seeks additional focus on eliminating vulnerabilities in the safeguarding of data.



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 importance, a quantified success measure (where possible), a timeline and, most importantly, an Action Plan.

SESA's strategic objectives are monitored, updated and reported quarterly online at:

<https://www.dshs.wa.gov/data/metrics/SESA.pdf>

Strategic Objectives, Importance, Success Measures and Action Plans

1. Each individual and each community will be healthy

RDA Strategic Objective 1.1: Provide agency staff and contracted service providers with access to predictive modeling, care coordination and case management support applications to improve decisions about client care.

Importance: RDA's predictive modeling, care coordination and case management IT applications provide line staff, contractors and direct care providers with information needed to improve health and social service outcomes for many of our agency's most vulnerable clients.

Success Measures:

- Expand Predictive Risk Intelligence System (PRISM) access for DSHS' Economic Services Administration (ESA) Community Service Office (CSO) staff, in accordance with timelines negotiated with ESA, by establishing at least 50 ESA CSO staff authorized to use PRISM.
- Expand PRISM access for Area Agency on Aging (AAA) staff, subject to external dependencies on the DSHS Aging and Long-term Support Administration and AAA contract processing timelines, by establishing at least 50 AAA staff authorized to use PRISM.
- Expand PRISM access for Behavioral Health Organization (BHO) staff, subject to external dependencies on BHO contract processing timelines, by establishing at least 50 authorized BHO and community mental health center staff authorized to use PRISM.
- No breaches of client confidentiality occur in the operation of PRISM and Client Registry applications.

Action Plan:

- PRISM and Client Registry applications are maintained in production using robust security and user management procedures that ensure that no breaches of client confidentiality occur.
- RDA PRISM staff support planned expansions of access for ESA, BHOs, AAAs and state psychiatric hospital staff.



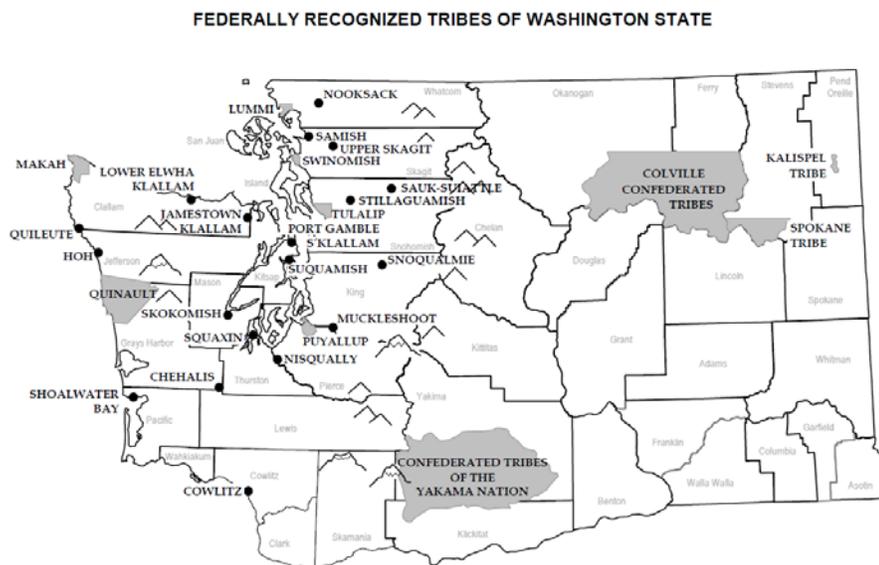
OIP Strategic Objective 1.2: Provide communication and policy interpretation support to the Tribal Centric Behavioral Health Project.

Importance: Through formal consultation with Washington’s Tribes, DSHS has committed to work with Washington’s tribes through representatives of the Indian Policy Advisory Committee, the American Indian Health Commission for Washington state and the Northwest Portland Area Indian Health Board to develop a new behavioral health system through which American Indian/Alaska Native (AI/AN) people enrolled in Medicaid may receive mental health care. The project initially will focus on developing a new mental health service delivery system and later will expand to include integrated chemical dependency services as a significant component. This will ensure the new system addresses any co-occurring behavioral health needs of AI/AN people.

Success Measure: A new tribal-centric behavioral health project is developed.

Action Plan:

- A state law enacted in 2015 (Second Substitute Senate Bill 6312) required Regional Support Networks to transition to Behavioral Health Organizations effective April 1, 2016, and that the new organizations establish regional service areas within the state and integrate substance use disorder treatment with mental health services.
- Meetings are being held with the goal of having a full carve out of tribal mental health services as part of the state plan renewal by July 2017.
- The state Health Care Authority, DSHS’s Behavioral Health Administration and others are working toward resolving complicated issues regarding staff integration by July 2018 and full integration of services by 2020.
- The Office of Indian Policy will continue to assist in bringing tribes, agencies and others together as collaboration and consultation continues.



2. Each individual who is vulnerable will be protected

EMS Strategic Objective 2.1: Prepare DSHS to respond effectively to emergencies and disasters.

Importance: Providing planning, training and other support to DSHS administrations and institutions will help prepare DSHS for emergencies so that employees are safe and can provide uninterrupted services to clients during emergencies.

Success Measures:

- Percentage of administrations and institutions with continuity plans.
- Percentage of administrations and institutions that test their plans at least annually.
- Percentage of administrations and institutions that review and revise their plans at least annually.
- Number of employees trained.

Action Plan:

- Provide standardized continuity planning template to be used by administrations and institutions.
- Guide administrations and institutions on use of the planning template, review and revise annually and as needed.
- Collaborate with administrations' designated continuous improvement and strategic planning staff to integrate continuity planning, training, testing and exercise function into the regular business cycle.
- Develop, organize and track methods to be used by administrations and institutions to test continuity plans.



EMS Strategic Objective 2.2 Coordinate effective state-level mass care response to emergencies and disasters.

Importance: Washington is vulnerable to natural and human-caused disasters. The state must prepare to respond to disasters so displaced residents can receive food, water, temporary shelter and other life-sustaining services to support their recovery. DSHS provides key services that are vitally important to vulnerable populations and that undergird the state's overall response to disasters.

Success Measure: The state is able to provide an effective mass care response to the common disasters experienced in Washington.

Action Plan:

- Continue working with key DSHS mass care personnel to provide training and opportunities to support the state response at the State Emergency Operations Center.
- Prioritize emergency planning with DSHS administrations and programs that are directly responsible for the supervision and treatment of clients.

OIP Strategic Objective 2.3: Collaborate with federally recognized tribes to update and/or develop Memorandums of Agreement to ensure that the requirement of the Federal Indian Child Welfare Act, Washington state Indian Child Welfare Act, and Tribal Codes are clear to tribal and state staff for serving a tribal child anywhere in Washington with a focus on child safety.

Importance: Protection of all children is of paramount importance. Updating and developing intergovernmental agreements with tribes allows tribal and state staff to know what the expectations are for serving a tribal child anywhere in the state.

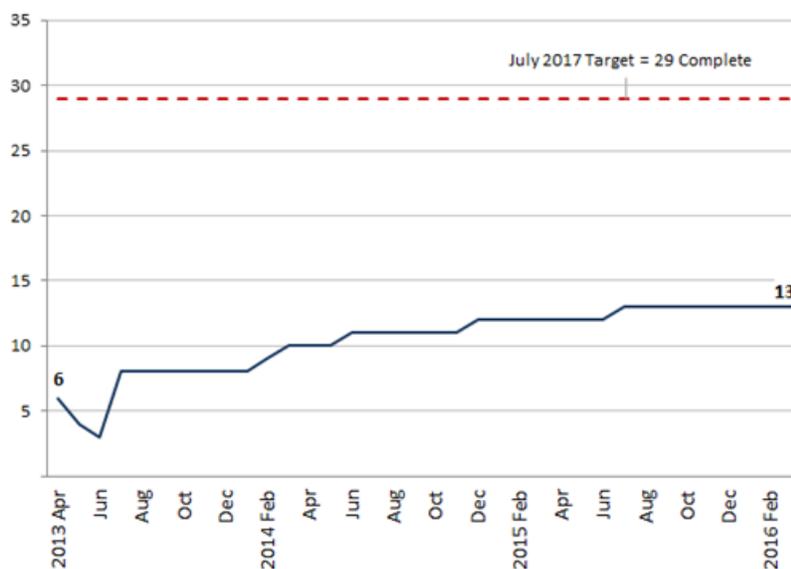
Success Measure: The Memorandums of Agreement with the federally recognized tribes are developed and/or updated and the requirements are clear.

Action Plan:

- Provide technical assistance to DSHS Children's Administration and tribes regarding coordination to update area agreements.



CHART 2.3 Number of Memorandums of Agreement (MOAs) completed between Tribes and regional child welfare offices



RDA Strategic Objective 2.4 Protect clients through rigorous evaluation by the Washington state Institutional Review Board.

Importance: Clients are protected, compliance with statutory and regulatory requirements is assured and financial risks to the Department are reduced.

Success Measure:

- Ensure compliance with statutory and regulatory requirements, reduce financial risk to the Department and protect clients who are subjects of human research.

Action Plan:

- Increase research community and state agency awareness of the availability and quality of DSHS' research review services to further the goal of becoming the institutional review board of choice for other Washington state and local government agencies engaged in human subject research, with reimbursement through a fee program.



3. Each individual in need will be supported to attain the highest possible quality of life

ODI Strategic Objective 3.1.1: Promote economic equity for underrepresented communities by encouraging public contracting opportunities with minority-, women-, minority-women-owned businesses, veteran-owned businesses and small businesses.

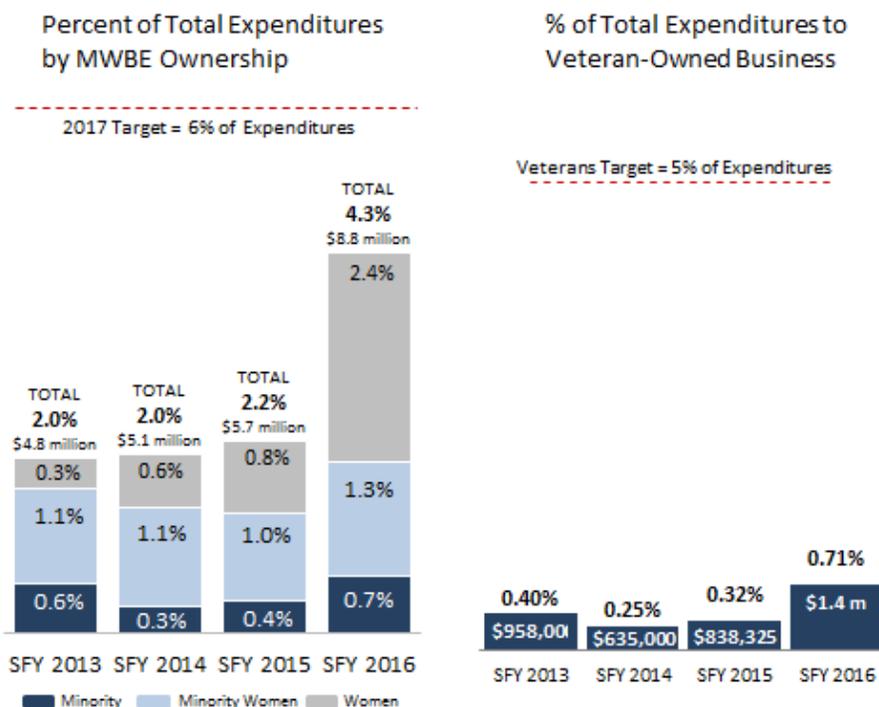
Importance: The inclusion of minority-, women-, minority women-owned businesses, veteran-owned businesses and small businesses in DSHS contracting encourages competition, ensures increased culturally responsive services and creates jobs in the communities we serve. The state Office of Minority and Women’s Business Enterprises (OMWBE) establishes annual percentage goals to increase the number of certified women and minority-owned firms.

Success Measure: DSHS has set an aspirational goal of 6 percent for the OMWBE participation rate, which is a 40 percent increase from the 4.31 percent OMWBE participation rate of fiscal year 2016.

Action Plan:

- Focus on “Direct Buy” to increase the DSHS participation rate. These are purchases that are under \$10,000 for goods and services (\$13,000 if purchase is made from a micro-business, mini-business or small business), and where the Department of Enterprise Services has no state master contract.
- Develop a Community of Practice to advise on and devise innovative business diversity practices and educate DSHS purchasing and payment staff on how to efficiently and effectively search for qualified diverse businesses.
- Develop tools and strategies for more accurate reporting and monitoring of data.

CHART 3.1.1 Percent of DSHS contract expenditures to Minority-, Women-, and Veteran-Owned Business



ODI Strategic Objective 3.1.2: Develop an outreach plan to improve the number of small and diverse businesses with access to DSHS contract opportunities and re-engage administrations in identifying those market-specific areas.

Importance: The DSHS business diversity effort grows out of the Governor’s Business Diversity Initiative to increase access for small and minority-, women- and veteran-owned businesses to contract with state government.

Success Measure: Target outreach strategies to reach the many different sectors of the business community that may have a historically low participation rate or that have historically received a low number of contracts in those DSHS market-specific areas. This would promote a contract/vendor representation reflective of the population DSHS serves.

Action Plan:

- Due to small business and diverse vendor interest in opportunities in the vast majority area of contracts for DSHS contracts, ODI will collaborate with administrations to identify best practices in communication and outreach to strengthen growth opportunities.
- Partner with business support organizations such as the Washington Women’s Business Center, Veteran’s Business Center, Seattle Minority Business Development Agency, the Business Center, Business Impact NW, the U.S. Small Business Administration, etc. to build external relationships with minority, women, minority women-owned businesses, veteran-owned businesses and small businesses.
- Identify the areas of current highest utilization and establish goals for improvements in those areas.

OIP Strategic Objective 3.2: Work in partnership with tribes and the DSHS Economic Services Administration (ESA) to ensure culturally appropriate Tribal Temporary Assistance to Needy Families (TTANF) and child support programs and services.

Importance: It is important to provide access to culturally appropriate services to tribal members in Washington.

Success Measure: Number of intergovernmental agreements developed or updated with tribes who operate TTANF programs.

Action Plan:

- The Office of Indian Policy will assist ESA in developing and updating intergovernmental agreements with all tribes who operate Tribal Temporary Assistance to Needy Families.

OOC Strategic Objective 3.3: Increase visits to the DSHS website in lieu of visits to DSHS offices.

Importance: We live in a climate of increasing dependence on mobile technology. Our clients and potential clients are no strangers to this world. We must keep our technology current to serve their needs.



Success Measure: The DSHS website will be an accurate, current and easily navigable source of information for individuals interested in benefits and other offerings of the agency, reducing the number of visits to DSHS' physical offices.

Action Plan: To bring more individuals to the website to receive program and current information, the Office of Communications will:

- Work with the Economic Services Administration to develop a strategy to serve more clients and potential clients through web site connectivity.
- Measure access to current information on mobile devices.
- Measure hits to relevant webpages.
- Use trend data to help determine what changes are needed, if any.



4. Strong management practices will be used to ensure quality and efficiency

HRD and OPCI (OCI) Strategic Objective 4.1: Attract, develop, and retain a highly engaged, productive and purpose-driven workforce.

Importance: Competition for talent is keener today than it was just five years ago. Employment value propositions are what employers quote when an applicant asks: “What’s in it for me?” Employers who only offer long-term employment and a health plan no longer are employers of choice. Job seekers today are looking for challenging, meaningful work, instant, tangible recognition, flexibility in workplaces, developmental opportunities and changeable work assignments.

Success Measures (HRD): We will measure success as follows:

- Time to fill – we will track the time from receipt of a recruitment request to acceptance of a job offer. This lets DSHS assess whether our processes are effective or limiting to applicants and candidates.
- Development – we will report the number of participants in developmental opportunities we provide:
 - Developmental job assignments – up to 12 months of assignment to special projects.
 - Mentoring program – SESA is developing a mentoring program to share institutional and subject matter expertise.
 - Leader development program – SESA is developing a leader development program that includes formal training, mentoring and project-oriented work.
 - Transforming Performance – DSHS has embarked on an agency-wide performance and accountability improvement process. Transforming Lives through Transforming Performance teaches supervisory tools to help in setting goals, measuring performance and providing feedback on results. We will report the percentage of supervisors that have completed the Transforming Performance program by June 2017.



Action Plan:

- Develop a data collection plan and method for reporting recruitment time. In addition, we will develop and implement a data warehouse for workforce reporting no later than December 31, 2016. We will use this warehouse to analyze the workforce, strengthen evidence-based management and influence the DSHS culture to make more informed business decisions.
- The SESA Mentoring Program sets up informal mentoring opportunities across the administration designed to help staff at all levels improve their networks and raise their competency in ways that are driven by the employee.
- The HRD HR Academy is a comprehensive human resources subject training program designed to increase the depth of understanding and technical expertise available to consulting staff so that they can give the right answer the first time, find new ways to meet client needs and expectations and to demonstrate their expertise in all professional interactions.
- HRD will report quarterly on the above measures.



Success Measure (OPCI (OCI)): The number of staff with supervisory responsibility who have completed the Excellence Workshop Series, as measured by:

- Percentage of front line supervisors who have completed the three-day workshop by July 2017 is greater than 90 percent.
- Percentage of participants who rated the workshop “very good” to “excellent” is greater than 90 percent.



Action Plan

- Continue providing Excellence workshops targeting front line supervisors through July 2017.
- Develop all staff with managerial responsibilities through the Excellence workshop series.

ODI Strategic Objective 4.2 Convene and develop a high performance DSHS enterprise-wide Equity, Diversity, and Inclusion Council (EDIC) using a Communities of Practice (CoP) model and foster the development of CoPs within each administration.

Importance: Equity, diversity, and inclusion (EDI) goals, values, and practices are interconnected, interdependent, and critical to achieving the DSHS mission of transforming lives.

The DSHS EDIC supports and informs CoP strategic goals, objectives and success measures related to the Office of Diversity and Inclusion’s five focus areas: work environment, community involvement, service culture, change management and talent management partnering.

Communities of Practice provide an effective, employee-engaged approach to embedding equity (fairness), diversity (difference), and inclusion (participation) in the workplace and customer service environments.

Success Measures:

- Convene a minimum of nine EDI CoPs throughout the enterprise by June 30, 2017.
- A minimum of six CoPs recruit diverse memberships composed of a cross-section of work responsibilities and spheres of influence by June 30, 2017.
- A minimum of six CoPs convene 10 meetings within their administration by June 30, 2017.
- A minimum of six CoPs develop EDI initiatives that address at least two of the established focus areas by June 30, 2017.

Action Plan:

- Convene an Equity, Diversity and Inclusion Council with representatives from each administration, and with representation of subject matter experts.
- Establish and support Communities of Practice within each administration.
- Facilitate the development of CoP Profiles including goals, objectives, and baseline performance measures addressing the Office of Equity, Diversity, and Inclusion focus areas.
- Increase CoP leadership skills in the process of conducting monthly EDIC meetings.



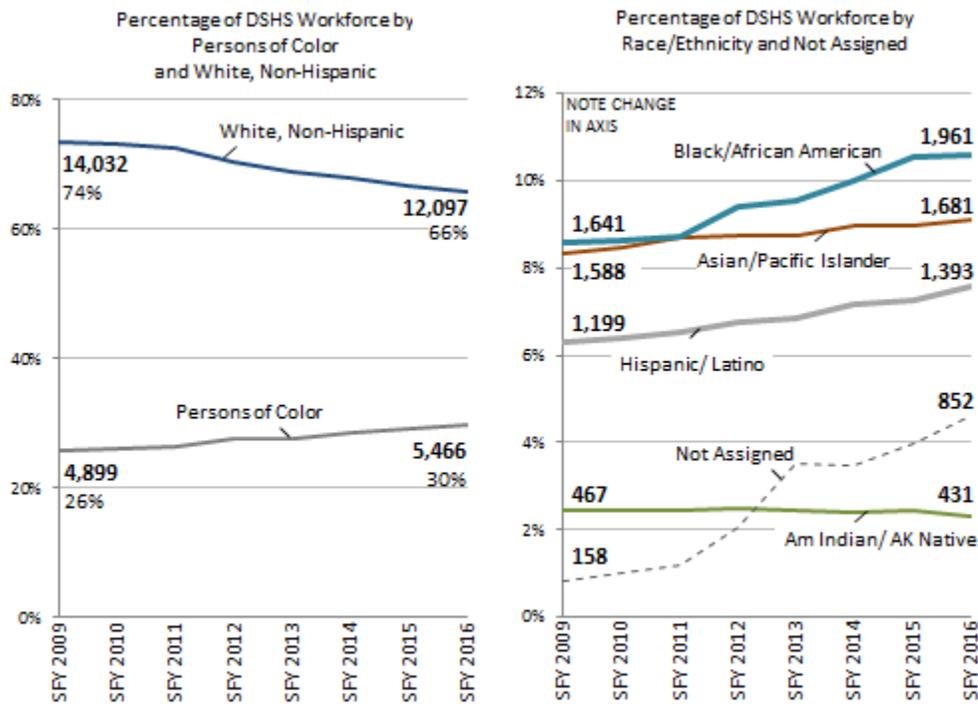
- Advance EDIC members' and CoP influence by promoting EDI education and understanding of effective EDI-related environmental and social marketing strategies.
- Foster analytic skills to apply an EDI lens on DSHS strategic plans, policies, and programs.
- Contribute to an evolving Social Justice Glossary available on SharePoint and the intranet for access by DSHS employees. Educate DSHS staff on using the glossary as a resource to support EDI awareness throughout the Department.

ODI and HRD Strategic Objective 4.3: Cultivate a high-performance workforce that mirrors the communities we serve.

Importance: A workforce that reflects the communities DSHS serves thrives on the full, authentic engagement of every employee. DSHS must maintain its commitment to expand inclusion efforts to employ qualified persons from underutilized groups.

Success Measure: The DSHS workforce will become a closer reflection of the diversity of Washington's population.

CHART 4.3.a Race/Ethnicity of DSHS workforce



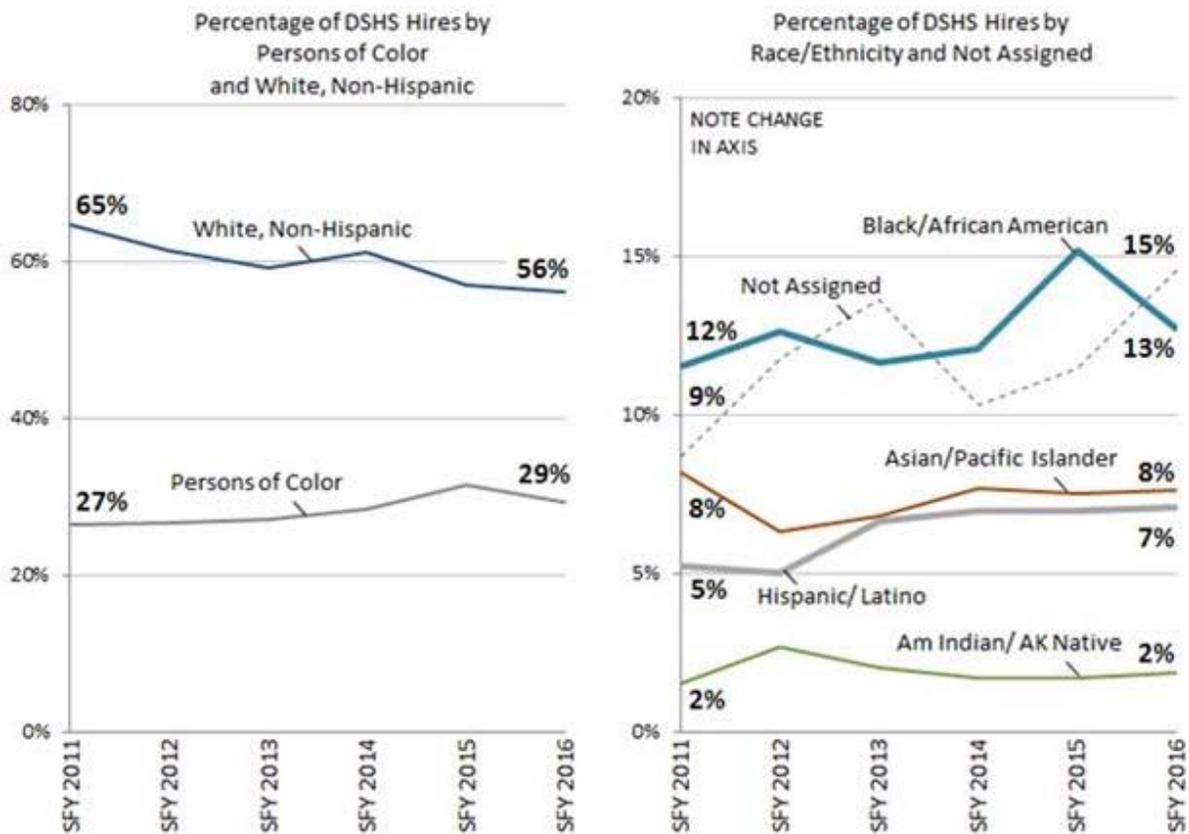
Action Plan:

- Collaborate on strategic policy and best practices for recruitment, retention, development and promotion of diverse talent.
- Assist in crafting position descriptions that attract a diverse pool of candidates.
- Attend targeted diversity recruitment events.
- Provide additional focused support for recruitment of high profile and hard-to-fill positions.
- Consult with hiring managers on disability initiatives in recruitment, hiring, advancement and retention to achieve the Governor's employment of persons with disabilities goal of 5 percent.
- Ensure that the ADA Coordinator has the most-recent, evidence-based practice information on assisting job candidates with disabilities.



- Welcome new employees from application to on-boarding and encourage connection with affinity groups.
- Continue to support the Veteran’s Employee Resource Group and other affinity groups.
- Regularly monitor success^{1 2} in Affirmative Action plans produced by each administration.
- Analyze data for racial and ethnic diversity of candidate pools and hires.

CHART 4.3.b Percent of DSHS staff hired who are ethnically diverse



¹ Data trends show that the percentage of Asian/Pacific Islander employees and Hispanic employees has increased since 2013. The percentage of American Indian/Alaskan Native employees has remained the same. The percentage of African American (New data for chart 4.3.a. Data source: RDA diversity data, employment trends, March 2014 AA Permanent) employees has decreased. The percentage of White employees has increased as well. The percentage of employees without a race or ethnicity designation has decreased markedly.

² The 2013 Affirmative Action plan focused on increasing the number and percentage of Asian/Pacific Islander employees as the primary race/ethnicity priority population for outreach efforts. That population in our workforce increased from 5% in 2013 to 9% in 2014. Employees of Native American and Hispanic heritage were prioritized for outreach in specific job categories. Our Native American workforce remained at 2% while our Hispanic workforce increased from 6% to 7%. There was a decline in our employees with disabilities from 549 in 2013 to 504 in 2014.



OFA Strategic Objective 4.4: Increase the average dollar amount of identified overpayments per quarter from \$520,000 in fiscal year 2015 to \$750,000 by fiscal year 2017.

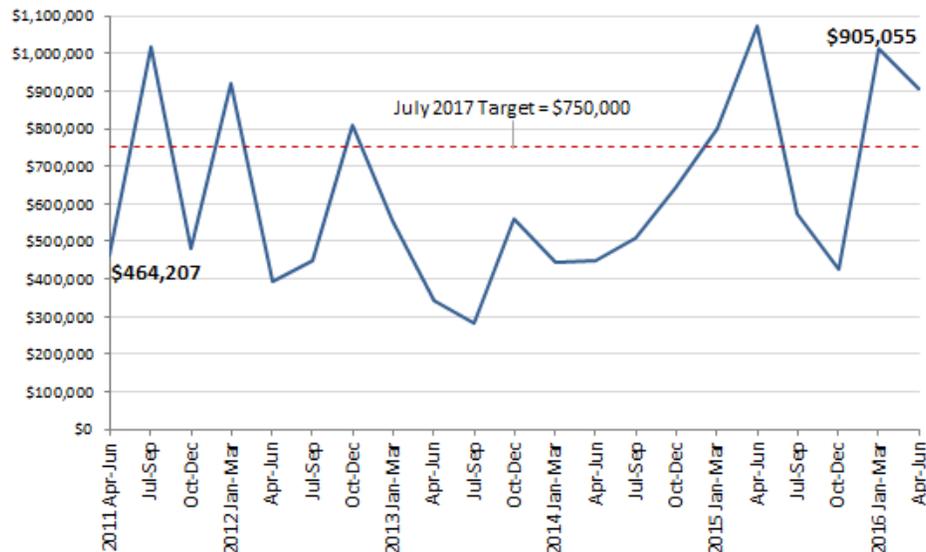
Importance: Identifying fraud allows public dollars to be spent on the truly needy and helps ensure public willingness to support those who are most in need.

Success Measure: An increase in the dollar amount of overpayments issued each quarter as shown by data from the Fraud Case Management System.

Action Plan:

- Streamline the process for moving a case from investigation status to completion of overpayment.
- Maximize the work of overpayment specialists by streamlining the case flow process to the specialist and focusing on cases with highest value and fraud.
- Monitor monthly metrics.

CHART 4.4 Amount of overpayments issued each quarter



OFA Strategic Objective 4.5: Increase the quarterly number of cases referred to prosecution from 30 cases per quarter in fiscal year 2015 to 50 by end of fiscal year 2017.

Importance: Ensuring public dollars are spent on the truly needy helps ensure public willingness to support those who are most in need. Prosecuting fraud offenders not only holds them accountable, but also deters others from fraudulent misuse of the system.

Success Measure: Number of cases referred to the prosecutor as shown by data from the Fraud Case Management System.



Action Plan:

- Streamline the Intentional Overpayment Investigations process to support better workflow.
- Prioritize criminal referrals starting with ones are most likely to prevail at prosecution.
- Track criminal cases assigned and average case load per investigator.
- Provide target and current metrics to staff monthly.

OFA Strategic Objective 4.6: Increase the total cost avoidance dollar amount identified per fiscal year.

Importance: Stopping fraudulent receipt of state dollars early ensures critical resources are spent on the truly needy and helps ensure public willingness to support those who are most in need.

Success Measure: Cost avoidance per Fraud Early Detection Program data.

Action Plan:

- Implement cost avoidance tool in case management system and establish a baseline amount.
- Monitor completed early detection investigations and unassigned referrals.
- Expand current prioritization tool to meet a broader array of case situations.
- Review effectiveness of the data reporting system and revise as needed.

OFA Strategic Objective 4.7: Prioritize high risk fraudulent cases/vendors that support successful increases in criminal investigations.

Importance: Early identification and involvement in fraud cases allows the state to reduce the amount of state resources being fraudulently used, holds individuals accountable and prevents future fraud activity.

Success Measures:

- Successfully achieve objectives 4.5 and 4.6.
- A robust data set and relevant metrics are available to help prioritize work.

Action Plan:

- Continue work with Research and Data Analysis to leverage internal and external data matching sources.
- Prioritize workload for criminal investigators.
- Collaborate with U.S. Department of Agriculture to support national data analytics work.

Special Acting Secretary Strategic Objective: Protect sensitive client data

ET and RDA Strategic Objective 4.8: Protect sensitive client data

Importance: DSHS operates many programs and systems that capture, store and provide access to confidential data such as Social Security numbers, banking and financial information. Federal and state laws mandate protection of this data. ET manages information technology for mission-critical business functions that must provide confidentiality, integrity and availability to meet agency needs, protect clients and support business partners.



Success Measure: Protect sensitive and confidential client data, particularly Social Security numbers and banking/financial information, so that we experience no releases of confidential data.

Action Plan:

1. Implement administrative policies and procedures to minimize the collection and storage of Social Security numbers and banking information in DSHS systems. When such information must be stored, ensure that access controls and encryption can safeguard client-identifiable information. Status: Complete.
2. To minimize the risk that disposed electronic media may contain confidential data, conduct a media disposal problem-solving workshop and implement selected counter-measures. Status: Complete; has been added to the Information Security Policy and Standards Manual fiscal year 2017 draft.

See analysis and plan at: [SESA Action Plan 4.8 – Media Disposal](#)

3. Conduct risk assessments on agency systems. Status: Under way on HIPAA-covered systems (see OPER Strategic Objective 4.9, below). Status: 85 of 103 completed June 21, 2016; three under way; 14 remaining.
4. Procure and implement data security infrastructure by June 2017 through the DSHS Security Infrastructure Modernization Project.
 - For systems under DSHS control, implement security measures such as data masking to protect the private and confidential information of DSHS clients, staff and business partners. Status: Under way.
 - Submit a grant application to CMS for resources to carry out a needs assessment and cost-benefit analysis. Status: Complete.
 - Conduct needs assessment. Status: Complete.
 - Draft and Request for Proposals by January 2016. Status: Under way.
 - Acquire Centers for Medicare and Medicaid Services approval for Medicaid/CHIP eligibility and enrollment systems. Status: Complete.
 - Procure services and implement selected technologies for Medicaid/CHIP eligibility and enrollment systems by June 2017. Status: Phase 1 technologies are now planned for implementation by September 2017.

Success Measure:

- Maintain the percentage of RDA systems with completed risk assessments at the January 2015 level of 100 percent by July 2017.

Action Plan:

- Perform risk assessments on RDA systems. Status: Complete.
- Prioritize procedural and implementation security gap risks and define corrective action plans for procedural and implementation gaps. Status: Complete.
- Mitigate high-priority security gaps; develop a timeline for addressing lower priority gaps. Status: Under way.

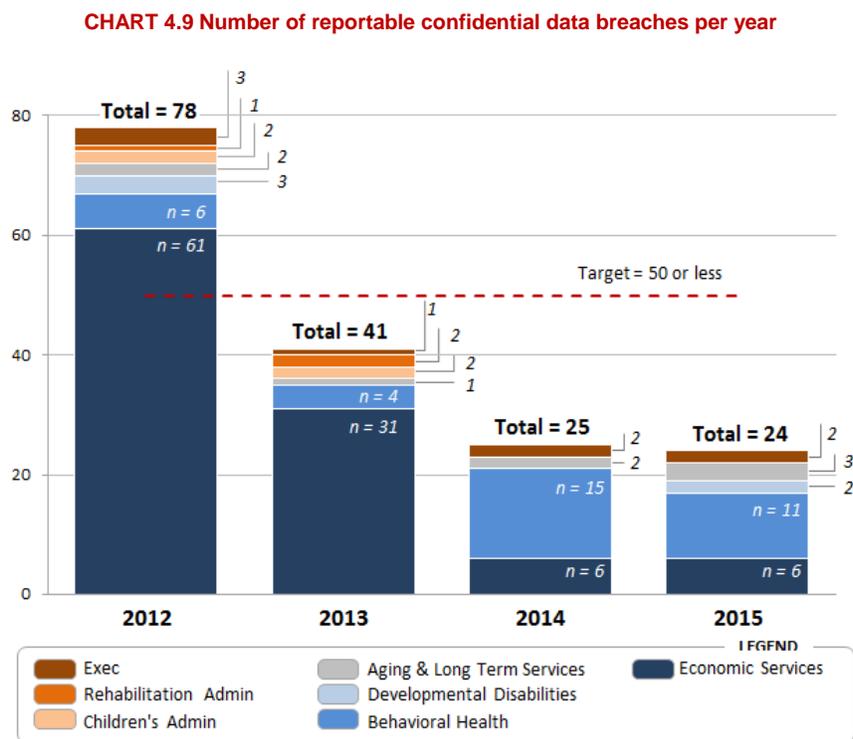


OPER Strategic Objective 4.9: Protect DSHS clients' information and records through strong Department-wide processes and policies.

Importance: DSHS holds large volumes of confidential client data that must be protected from unauthorized release and breaches in confidentiality laws and rules. Any unauthorized release can place the welfare of clients in jeopardy and create risk for the agency.

Success Measure:

- DSHS will reduce the number of confidentiality breaches from calendar year 2015.
- Increase the percentage of DSHS information assets assessed for compliance with the requirements of the Health Information Portability and Accountability Act from 82 percent in July 2016 to 100 percent by July 2017.



Action Plan:

- Conduct risk analyses on Department information assets.
- Implement corrective actions that arise from risk analyses.

RDA Strategic Objective 4.10: Integrate data from state agency information systems and conduct surveys, program evaluation, performance measurement and data analysis to support program innovations that improve services for clients.

Importance: Reliable program evaluation, performance measurement and data analysis is based on RDA's capacity to:

- Integrate data from multiple agency IT systems.
- Conduct carefully designed client and staff surveys achieving high response rates.



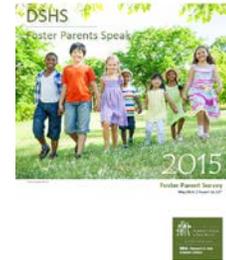
- Develop and maintain subject matter expertise in multiple social and health service policy environments.
- Apply appropriate advanced analytical techniques to measure program performance and client outcomes in a complex data and policy environment.
- Effectively communicate analytical findings to non-technical audiences.

Maintaining this integrated data infrastructure, analytical capacity and subject matter expertise provides a foundation for RDA’s work with agency partners to support improving the delivery of services that transform lives.

Success Measure: Increase RDA products contributing information to support policy development, program planning and program operations in support of agency partners, as measured by increasing the average number

of publications published on the RDA Research Reports website

(<https://www.dshs.wa.gov/sesa/rda/research-reports/2015-foster-parent-survey-dshs-foster-parents-speak>) by 20 percent, from five per quarter in January 2015 to six per quarter by July 2017.



Action Plan:

- Maintain quarterly analytical data infrastructure update cycles, including ongoing integration of source data and enhancement of data transformation algorithms.
- Complete analytical and survey project deliverables in accordance with budgets and timelines negotiated with project funders and agency partners.
- Participate in policy development, program planning and operational activities at the request of agency program partners.

OPER Strategic Objective 4.11: Develop strategic initiatives that result in legislative action that supports client needs and program efficiencies.

Importance: New legislation and legislative activities should advance the Department’s priorities.

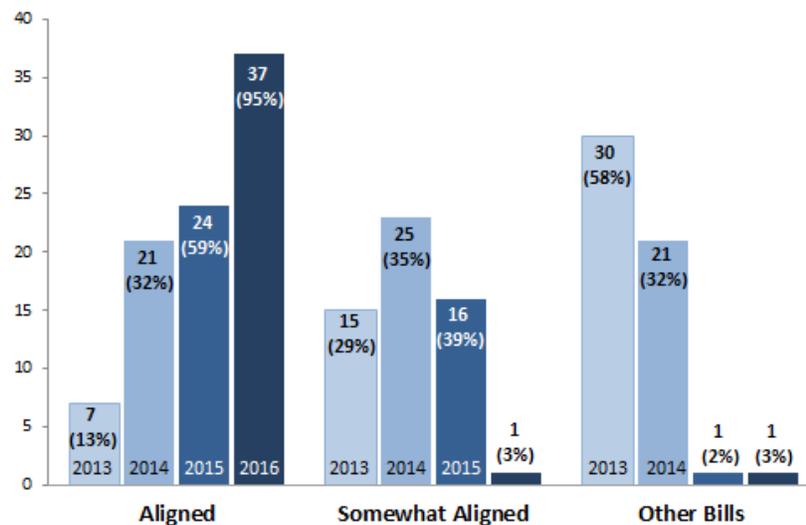
Success Measure: The proportion of DSHS bills passed that support DSHS strategic priorities will be increased.

Action Plan:

- Achieve passage of DSHS request legislation.
- Work with legislators to ensure that legislation affecting DSHS programs aligns with the strategic priorities of the Department.



CHART 4.11 Proportion of DSHS bills passed in the Legislature that align with DSHS strategic priorities



* **Other bills** is defined as bills which passed the legislature which are not connected to strategic priorities identified by DSHS.

OPCI (OCI) Strategic Objective 4.12: Continuously improve DSHS work processes through the use of management practices such as Lean.

Importance: Washingtonians expect their tax dollars to be put to the best possible use. That means investing in state services that are the most important to them, providing those services with excellence and making results easily available to the public. DSHS is committed to using continuous improvement principles to deliver customer satisfaction, employee engagement, innovation, transparency and accountability so that we can provide the best services to our customers.

Success Measures:

- Increase the number of staff engaged as sponsors and project leads receiving project management skills training from zero in January 2015 to 50 by July 2017.
- Increase the number of staff trained in Lean as follows:
 - Lean Problem Solver participants in institutions: annual target of 60 by July 2017.
 - Lean Teacher participants agency-wide: annual target of 45 by July 2017.
 - Lean Practitioner participants agency-wide: annual target of 20 by July 2019.
- Increase the number of staff who have taken an introductory Lean course to 80 percent by July 2017.



Action Plan:

- Develop materials, support and online resources for writing project charters with clear scope, ensures alignment with strategic plan, and includes customer and front line staff as project participants.
- Train staff as Lean Problem Solvers, Lean Teachers and Lean Practitioners with annual targets that are specified above.
- Increase staff knowledge and ability to apply Lean problem solving in the workplace.

See analysis and plan at: [SESA Managers Lean Activities SO 4.12](#)

ET/TSD Strategic Objective 4.13: Pursue excellence in the technology services we offer.

Importance: Information technology services provide a critical foundation for the business processes used by staff each day. The Department's IT services such as networks, voice communications, hardware platforms, software applications, and centralized imaging services must be cost-effectively developed and maintained at a high level of excellence to support increased use and advances in technology that make employees more productive and help us improve customer service.

Success Measure:

Pursue excellence in the technology services offered so that employees are more productive and customer service is improved.

Action Plan:

- Support enterprise technology solutions such as cloud technology integration to increase access, create efficiencies and improve customer service.
- Modernize the enterprise network infrastructure and ensure network investments meet current and emerging business and security needs, including the need to securely support mobility and cloud services for staff, partners, and clients.
- Procure and implement updated network infrastructure monitoring and management tools to ensure that networking needs are addressed proactively and that network traffic is prioritized to meet critical business needs.
- Develop and implement technology and application development roadmaps for systems modernization, IT risk management and compliance, operational excellence, and productivity.
- Streamline IT governance policies, standards and processes to support more effective IT investments and use of staff resources that ultimately provide better/faster service delivery for DSHS clients.
- Support our workforce in providing vital DSHS services by designing and implementing an information technology architecture that is secure, loosely-coupled and distributed (N-tier).

OOO Strategic Objective 4.14: Improve internal communications to create understanding of how employees' work fits into the agency mission of Transforming Lives and to reduce opportunities for misunderstanding and miscommunication among DSHS employees.

Importance: DSHS has approximately 18,000 employees working in offices statewide. Not all employees have access to email or the Intranet at work.



Success Measure: Employees will have consistent, timely, accurate information at their fingertips. This includes employees who do not have regular access to the Intranet and/or email.

Action Plan: To improve internal communications with all employees, the Office of Communications will:

- Engage with DSHS administrations' communications liaisons on improving content of their intranet sites and other internal tools that can be used to make agency information timely, useful and interesting.
- Set up one-subject meeting with DSHS administrations' communications liaisons to develop ways to communicate in a timely manner with employees who do not have regular access to the Intranet and/or email. Keep as an agenda item for future meetings.

OOO Strategic Objective 4.15: Ensure all administrations, programs and divisions provide timely and proactive communications to the OOC on high-profile events that may generate news media or other public attention.

Develop protocols to ensure administrations, programs and divisions provide timely and proactive communications to the OOC that will provide an opportunity to tell the story of the good work DSHS does.

Importance: This is a risk management and reputation management measure. The OOC is unable to do timely and appropriate responses to media and others if it does not have timely and accurate information.

Success Measure: Administrations will use a standardized notification system to inform the OOC of high-profile events.

Action Plan: To ensure administrations, programs and divisions contact the Office of Communications in a proactive and timely manner regarding potentially high-profile events, the OOC will:

- Develop list of high-profile events.
- Work with ESA on using its notification system agency wide.
- Work with administrations to implement the standardized notification system.

OOO Strategic Objective 4.16: Increase the OOC capacity to respond to emergent situations in DSHS facilities and offices.

Importance: This is a risk management and reputation management measure.

Success Measure: The OOC will develop an emergency response planning document to be used in responding to emergent situations.

Action Plan: To improve its ability to respond to emergent situations in DSHS facilities and offices, the Office of Communications will:

- Develop and execute a table top exercise, with the help of the Office of Emergency Management and others, such as OSSD, to determine strengths and issues and to inform content of planning document.
- Produce emergency response planning document.

OPER Strategic Objective 4.17: Increase efficiency and coordination of administrative hearings and appeals that result from client, provider or contractor requests for hearings.



Importance: Every day, DSHS makes decisions about client benefits and services and makes findings regarding abuse, neglect, or provider compliance with agency rules. These decisions sometimes are appealed to the Office of Administrative Hearings. DSHS provides written case information and testimony at these hearings. The DSHS Board of Appeals implements the highest standards to ensure the integrity of the review process. The Board, at all times promotes fairness, maintains impartiality, and avoids any appearance of impropriety. The U.S. Supreme Court has determined that for some DSHS decisions, the individual has a constitutional right to a final decision within 90 days of the appeal.

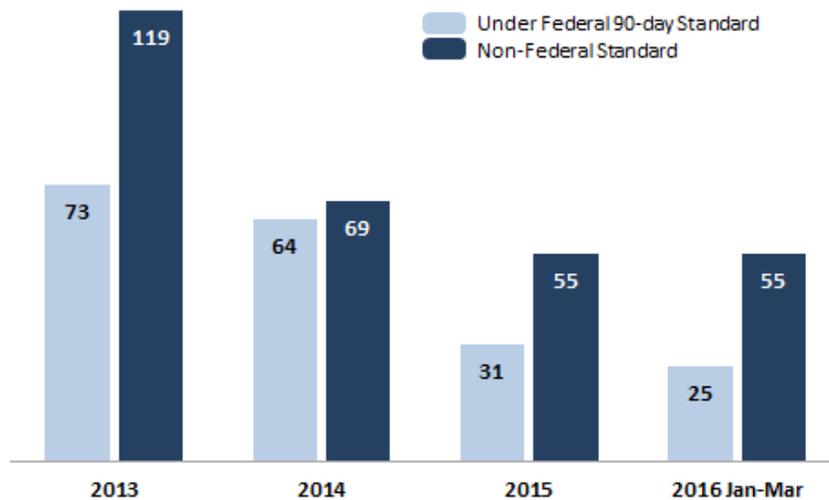
Success Measure: The Board of Appeals accomplishes its goals by issuing timely, sound decisions that ensure those entitled to benefits receive them and those who are not entitled to benefits are prevented from receiving continued unjust enrichment at public expense. The Board issues orders and decisions in cases that result in placing individuals on registry listings or revocation of licenses due to findings of abuse, neglect and exploitation that prevents further harm to vulnerable adults and children.

The DSHS Board of Appeals will decrease the average number of days it takes to review an appeal and issue a final order from January 2015 levels of 48 days (federal 90-day cases) and 47 days (non-federal cases) to 25 days (federal 90-day cases) and 40 days (non-federal cases) by July 2017.

Action Plan:

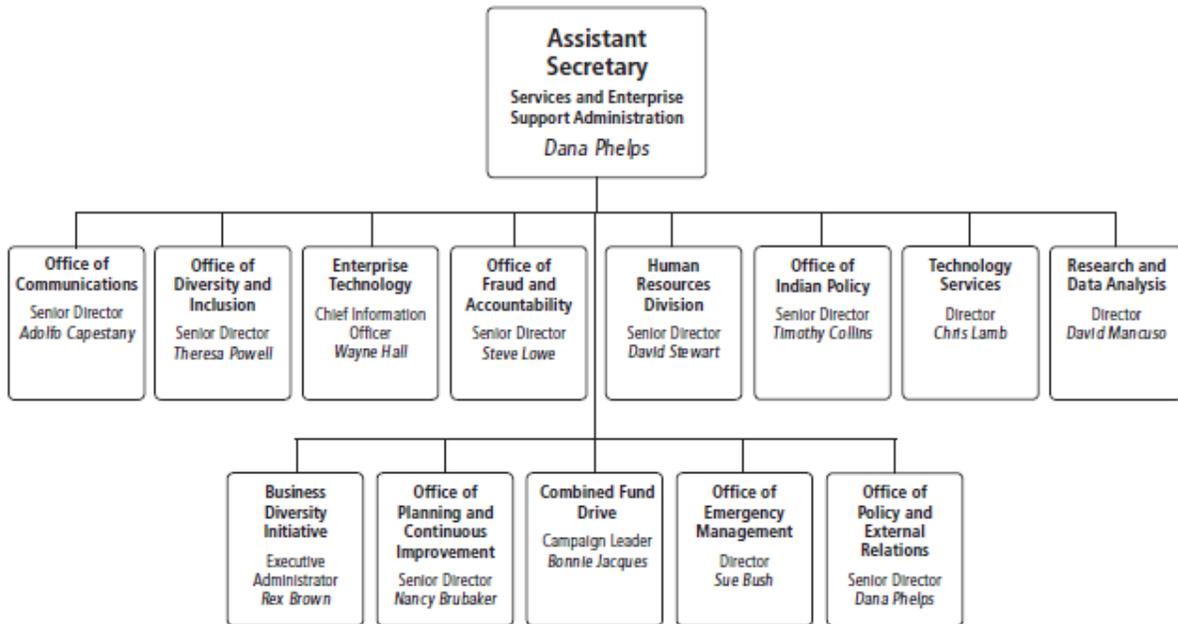
- Implement process improvements to reduce the duration of time for cases awaiting final decisions on client appeals.
- Interface, as appropriate, in providing guidance to administrations regarding compliance with federal and state laws.
- Monitor monthly the average numbers of days it takes for DSHS Board of Appeals to review appeals.

CHART 4.17 Average days to hear cases at DSHS Board of Appeals



Organizational Chart

Department of Social and Health Services Services and Enterprise Support Administration



Oct. 5, 2016

