Office of the Secretary

Department of Social and Health Services

Strategic Plan Metrics

November 2026

Office of the Secretary

Success Measures with charts

People Power

		Strategic Plan Success Measure #
OEM.1	Number of fully trained Incident Management Team members	3.1
OIP.1	Percent of staff who have completed DSHS Administrative Policy 7.01 Training	3.3
HR.1	Percent of visits to Human Resources Division SharePoint site	3.5a
HR.2	Average site visit time to the Human Resources Division SharePoint site	3.5b
	Number of employee certified interpreters (In Process)	3.6
ISVC.3	Percent positive employee responses for Employee Survey question, "I am encouraged to come up with better ways of doing things"	3.7

Community Engagement

	Percent of current Department administrative policies (In Process)	4.1
OIG.2	Timeliness of five-day letters in response to public records requests	4.2
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EJ.1	Percent Positive Employee responses for Employee Survey question, "I see my work as contributing to building economic well-being"	1.1
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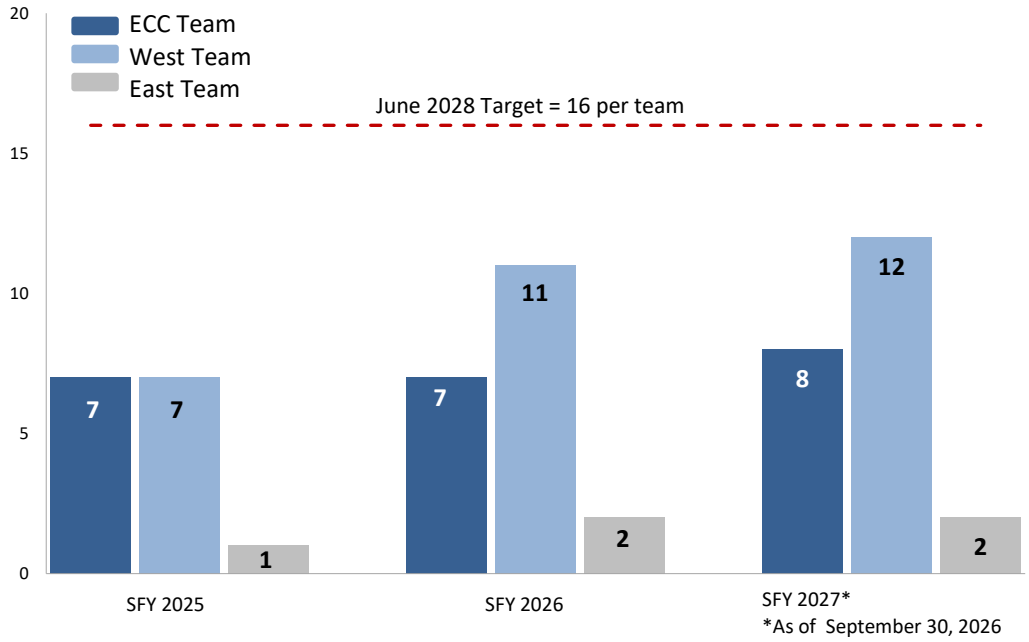
OEX.8	Safety and Health Assessment findings	2.5

People Power

OOS | Office of Emergency Management

Number of fully trained Incident Management Team members

Number per team



DATA SOURCE: Office of Emergency Management Yearly Reports; supplied by David Shannon.
MEASURE DEFINITION: Measurement is based on the Emergency Coordination Center, West, and East teams each achieving the minimum training standard for 16 members to sucessfully complete ICS position-specific training certification.
DATA NOTES:

SUMMARY

• This measure supports OOS's Strategic Goal #3: Strengthen organizational resilience by cultivating a skilled, adaptable, and supported workforce.

• Action Plan: Strengthen organizational resilience by advancing Emergency Management, DSHS policies, and patient rights through training programs, and increased awareness.

• Success Measure: 3.1: Office of Emergency Management will staff, train, and resource three incident management teams by June 2028.

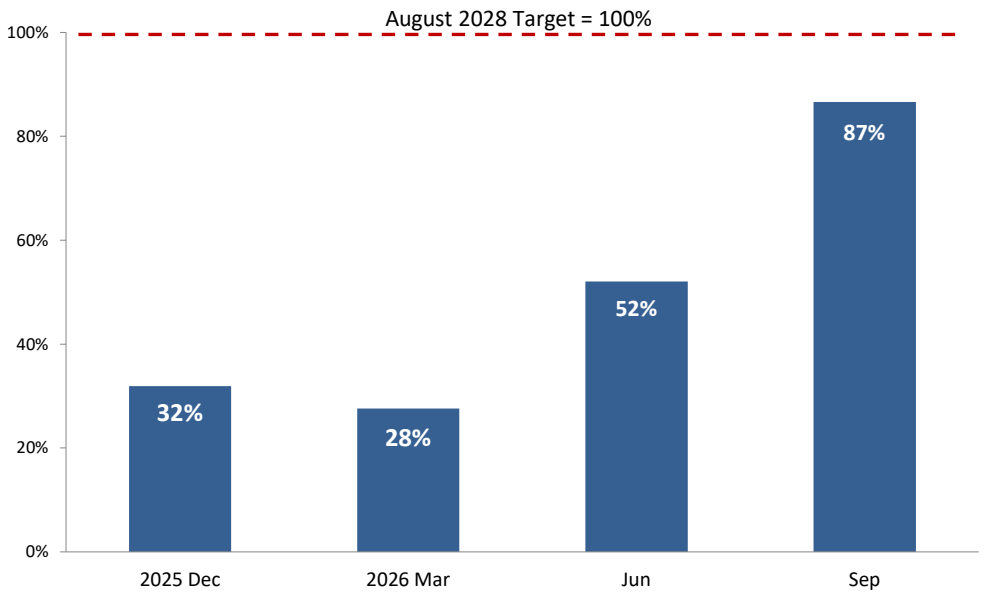
• Importance: OOS recognizes the importance of employees emergency preparedness preparation.

TO DATA: https://www.dshs.wa.gov/data/metrics/OEM.1.xlsx

People Power

OOS | Office of Indian Policy

Percent of staff who have completed DSHS Administrative Policy 7.01 Training



SUMMARY

• This measures supports OOS Strategic Goal #3: Strengthen organizational resilience by cultivating a skilled, adaptable, and supported workforce.

• Action Plan: Support a skilled workforce by providing ongoing education for staff working with Tribes and Urban Indian Organizations.

• Success Measure: 3.3: Office of Indian Policy will provide DSHS Administrative Policy 7.01 Training to 100% of new and existing staff working with tribes by August 2026.

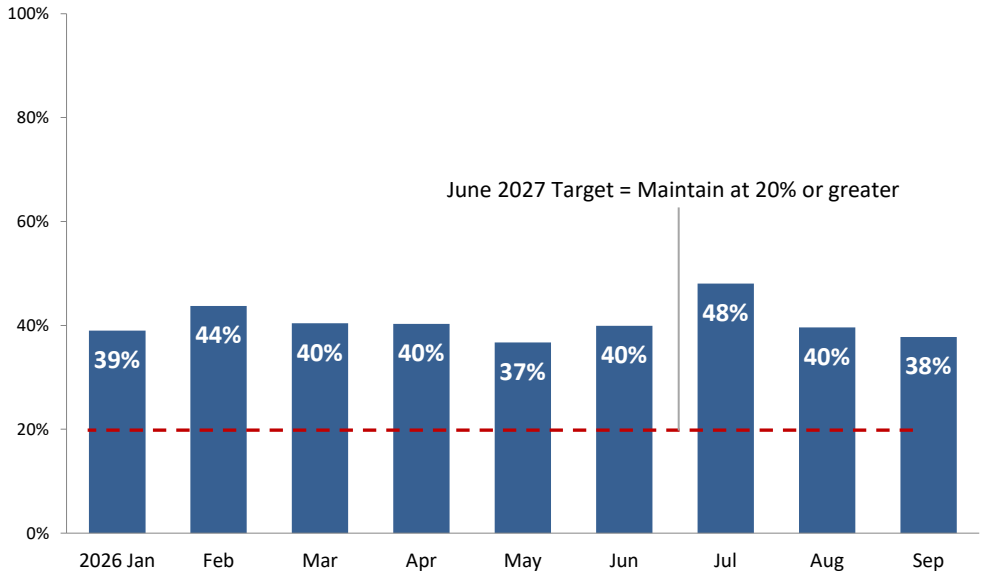
DATA SOURCE: Learning Center; supplied by Janelle Reanier-Briggs.
MEASURE DEFINITION: The quarterly percent of current staff required to take DSHS Administrative Policy 7.01 Training, who have completed the training.
DATA NOTES: **1** The number of DSHS employees required to take 7.01 training is the denominator. The number of DSHS employees in compliance with the training requirements is the numerator. **2** The count for each quarter is determined on the last day of the quarter. **3** The increase in the total number of required employees as of March 2026 is due to HCLA's identification of a few programs that were not on the initial list. **4** Beginning September 2026, OIP trainers and vacant positions have been removed from compliance tracking.

TO DATA: https://www.dshs.wa.gov/data/metrics/OIP.1.xlsx

People Power

OOS | Human Resource Division

Percent of visits to Human Resources Division SharePoint site



SUMMARY

This measures supports OOS Strategic Goal #3: Strengthen organizational resilience by cultivating a skilled, adaptable, and supported workforce.

Action Plan: Empower supervisors and staff through customer-focused Human Resource services that offer innovative tools, clear communication, and targeted training.

Success Measure 3.5a: Human Resources Division will maintain traffic at 20% or greater on the customer-facing HR SharePoint site with quality site visits averaging at least 2 minutes by June 2027.

Importance: This measure tells us whether employees are actively visiting the HR SharePoint site as a trusted, go to place for information, tools, and support. While HRD also provides consultation and direct guidance, the site serves as a central platform for sharing consistent, accessible resources. Sustained traffic signals that staff continue to find value in the content, which means HR is successfully equipping our workforce with the information and support they need.

DDATA SOURCE: Site usage feature on the HRD SharePoint; supplied by Lindsey White.
MEASURE DEFINITION: The percent of unique viewers divided by the total number of employees.
DATA NOTES:

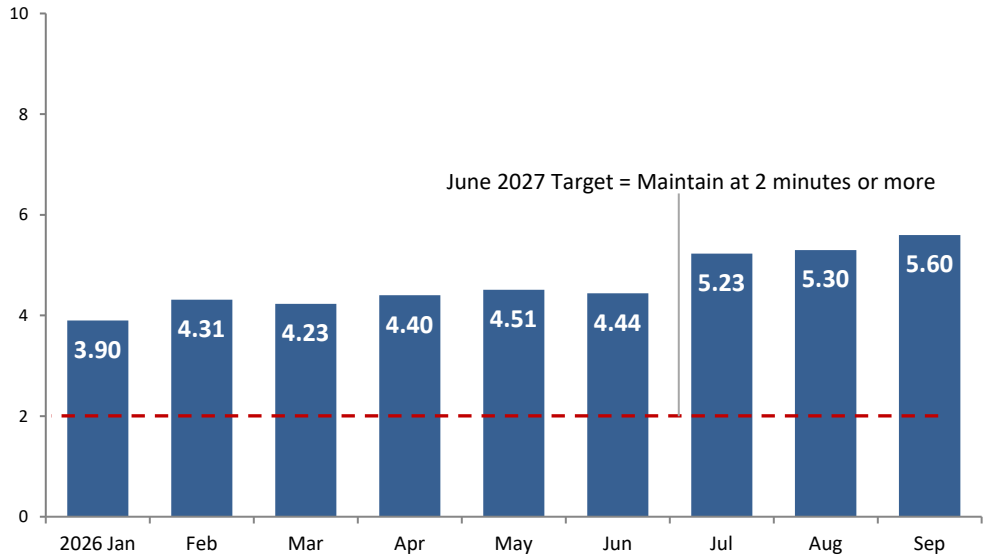
TO DATA: https://www.dshs.wa.gov/data/metrics/HR.1.xlsx

People Power

OOS | Human Resource Division

Average site visit time to the Human Resources Division SharePoint site

Average site visit time in minutes



SUMMARY

• This measures supports OOS Strategic Goal #3: Strengthen organizational resilience by cultivating a skilled, adaptable, and supported workforce.

• Action Plan: Empower supervisors and staff through customer-focused Human Resource services that offer innovative tools, clear communication, and targeted training.

• Success Measure 3.5: Human Resources Division will maintain traffic at 20% or greater on the customer-facing HR SharePoint site with quality site visits averaging at least 2 minutes by June 2027.

• Importance: This measure tells us whether employees are meaningfully engaging with the HR SharePoint site once they arrive. Longer visits suggest that employees are exploring content, using tools, and engaging with resources in ways that support their needs. This signals that HR is effectively equipping the workforce with helpful, relevant information.

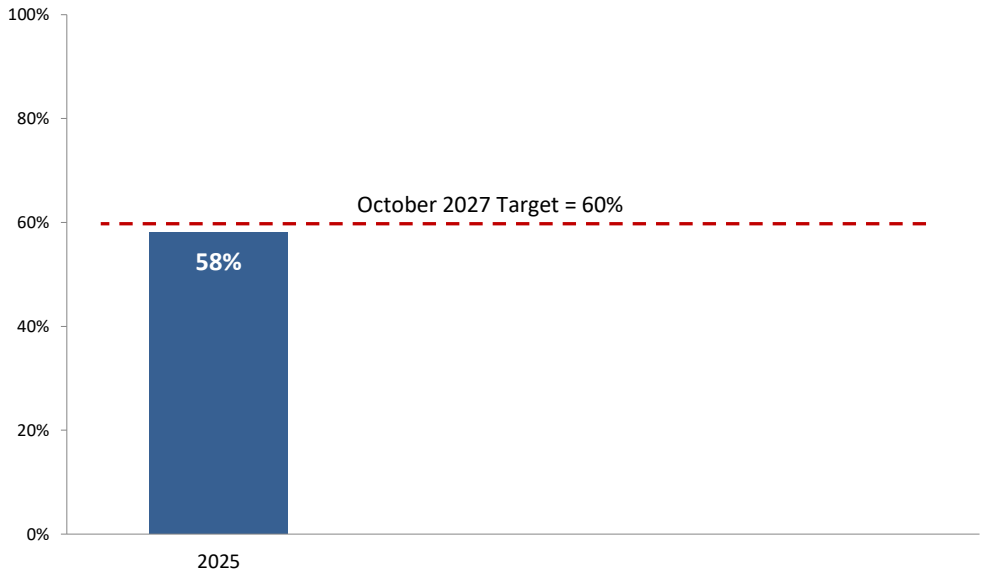
DATA SOURCE: Site usage feature on the HRD SharePoint; supplied by Lindsey White.
MEASURE DEFINITION: Average site visit time to the Human Resources Division SharePoint site.
DATA NOTES:

TO DATA: https://www.dshs.wa.gov/data/metrics/HR.2.xlsx

People Power

OOS|Office of Communications and Government affairs

Percent positive employee responses for Employee Survey question, "I am encouraged to come up with better ways of doing things"



SUMMARY

• This measure supports OOS's Strategic Goal #4: Increase staff stabilization to become an agency of excellence.

• Action Plan: Lead DSHS to national excellence in innovation, customer service, communication and the use of cutting-edge tools

• Success Measure 3.7: Increase positive responses for DSHS Employee Survey question, "I am encouraged to come up with better ways of doing things" from 58% in October 2025 to 60% October 2027.

• Importance: OOS recognizes the science behind and importance of employees satisfaction, employee retention, innovation, organization effectiveness, and positive outcomes for the people we serve.

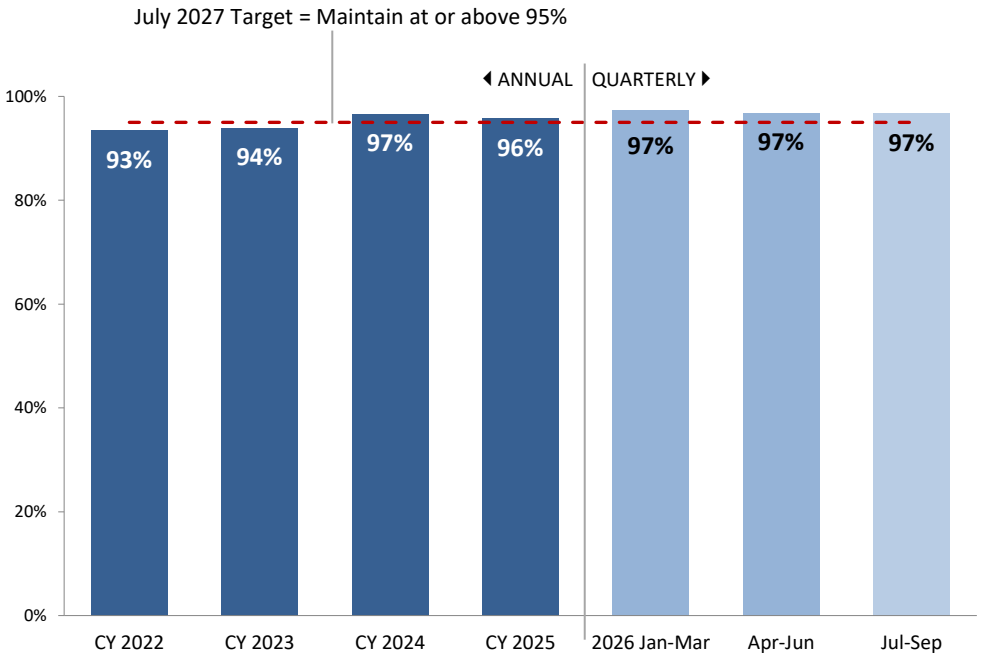
DATA SOURCE: DSHS Employee Survey reported by RDA; provided by Amber Phillips, Director of Strategy and Planning.
MEASURE DEFINITION: Percent positive staff responses to DSHS Employee Survey question "I am encouraged to come up with better ways of doing things."
DATA NOTES: 1 Numerator: Number answering "Strongly Agree" or "Agree" in response to question. Denominator: Total number of employees who answered the question.

TO DATA: https://www.dshs.wa.gov/data/metrics/ISVC.3.xlsx

Community Engagement

OOS | Office of Information and Governance

Timeliness of five-day letters in response to public records requests



DATA SOURCE: ARRTS (Agency Records Request Tracking System) report; pulled by Chris Petcher, ITS 5 Developer.
MEASURE DEFINITION: Percent of letters sent within five days of public records request.
DATA NOTES: **1** Cut off date is four working days before end of quarter. **2** The start date for next report is four working days prior to start of quarter.

SUMMARY

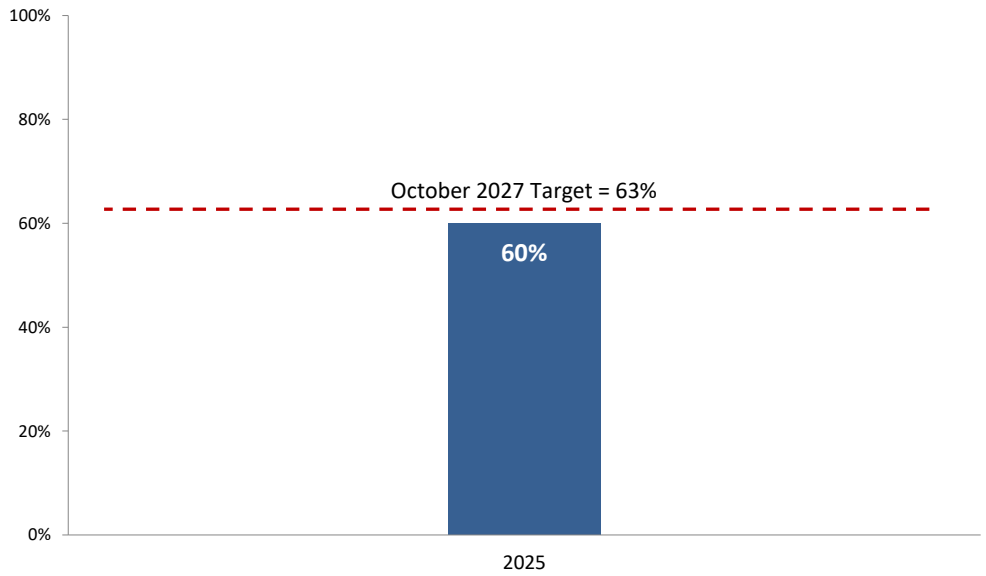
- **This measure supports OOS's Strategic Goal #4: Enhance customer experience by fostering collaboration and partnership.**
- **Action Plan: Amplify DSHS customer experience by investing in communication processes and strategies—targeting DSHS policies, patient rights, and public disclosure.**
- **Success Measure 4.2: Office of Information Governance will maintain the number of 5-day letters sent on time at 95% or more by July 2027.**
- **Importance: This measure provides an indication of the promptness of DSHS responses to public records requests. Efficient, prompt reponses to public records requests are an important part of DSHS' commitment to government accountability and transparency, as well as its commmitment to quality customer service.**

TO DATA: https://www.dshs.wa.gov/data/metrics/OIG.2.xlsx

Results-Driven Services

OOS|Economic Justice

Percent Positive Employee responses for Employee Survey question, “I see my work as contributing to building economic well-being.”



SUMMARY

• This measure supports OOS's Strategic Goal #1: Advance economic well-being by ensuring all people in Washington have their foundational needs met.

• Action Plan: Increase enterprise-wide knowledge, understanding, and use of economic well-being and the Self-Sufficiency Standard in DSHS.

• Success Measure 1.1: Increase employee responses, strongly agree/agree, from 60% October 2025 to 63% by October 2027 for Employee Survey question, "I see my work as contributing to building economic well-being."

• Importance: OOS recognizes that having employees understand and feel that their work contributes to advancing economic well-being is essential for every DSHS administration to maximize their contributions to state poverty reduction and economic well-being goals.

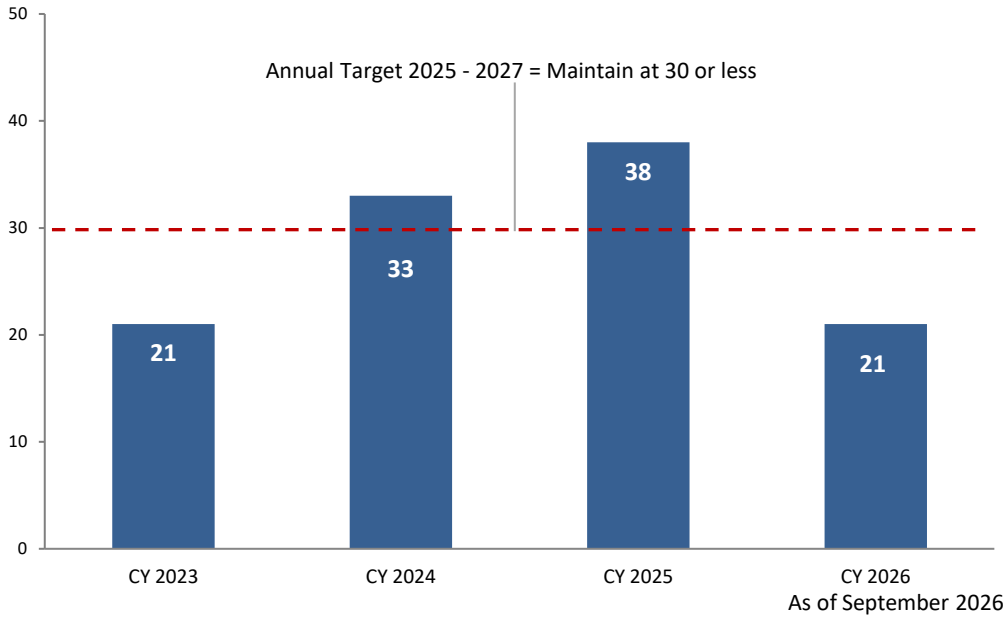
DATA SOURCE: DSHS Employee Survey reported by RDA; provided by Gwen Teok.
MEASURE DEFINITION: Percent positive staff responses to DSHS Employee Survey question “I see my work as contributing to building economic well-being.”
DATA NOTES: 1 Numerator: Number answering “Strongly Agree” or “Agree” in response to question. Denominator: Total number of employees who answered the question.

TO DATA: https://www.dshs.wa.gov/data/metrics/EJ.1.xlsx

Results-Driven Services

OOS | Office of Information and Governance

Number of confidentiality breaches



SUMMARY

• This measure supports OOS's Strategic Goal #2: Advance innovation in service delivery to amplify impact, ensure compliance and increase effectiveness.

• Action Plan: Ensure effective service delivery through strategic leadership, expert consultation, and streamlined processes—targeting confidentiality, fraud prevention, and accountability.

• Success Measure: 2.2: Maintain the number of confidentiality breaches to 30 or less each calendar year for years 2025, 2026, 2027.

• Importance: OOS recognizes the importance of maintaining confidentiality.

DATA SOURCE: The Privacy Breach Application (PBA) which is hosted by the DSHS Privacy Officer; supplied by Brian Peyton, DSHS Privacy Officer, OOS/OIG.
MEASURE DEFINITION: The number of health information confidentiality breaches required to be reported to the Office for Civil Rights (OCR) in the U.S. Department of Health and Human Services.
DATA NOTES: 1 The DSHS Privacy Officer will provide quarterly updates, though data will not generally be mature for two months after the end of the quarter. **2** This measure only includes data breaches that are considered reportable under HIPAA. This is the number of breaches per quarter/ year, not the number of client records released. *Click link below for additional data notes.*

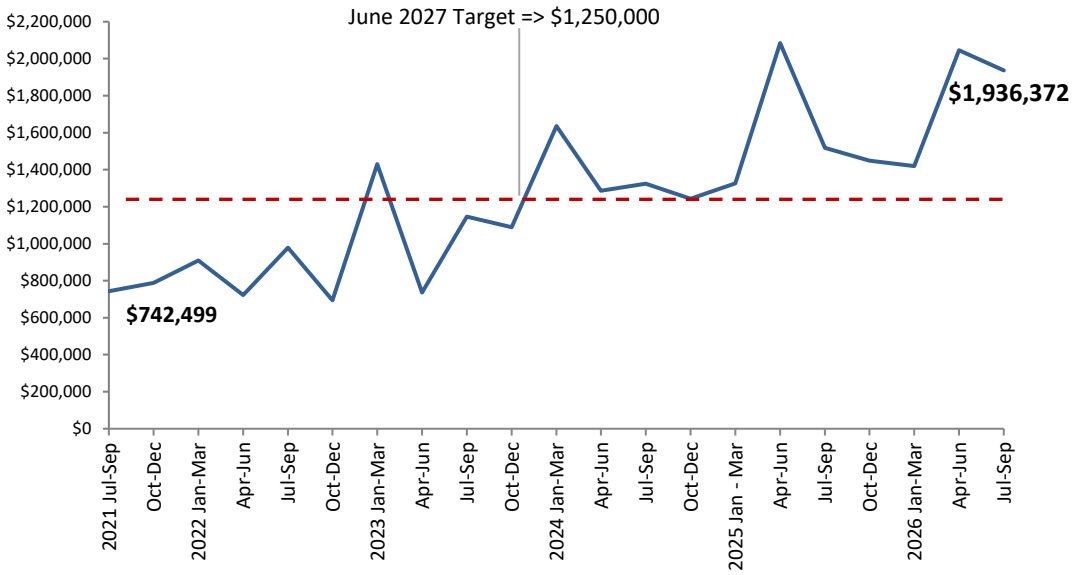
TO DATA: https://www.dshs.wa.gov/data/metrics/OPR1.1.xlsx

Results-Driven Services

OOS | Office of Fraud and Accountability

Overpayments issued based on Office of Fraud and Accountability investigations

The amount of overpayments issued each quarter



DATA SOURCE: OFA's Overpayment Database (Opstats.mdb); supplied by Sherell Henderson and Shayne Frost, OFA.
MEASURE DEFINITION: The amount of overpayments issued each quarter based upon the investigations conducted by Office of Fraud & Accountability.
DATA NOTES: **1** Overpayments are identified dollars not recovered dollars. **2** Data does not include overpayments written by DCYF or ESA.

SUMMARY

• This measure supports OOS's Strategic Goal #2: Advance innovation in service delivery to amplify impact, ensure compliance and increase effectiveness.

• Success Measure 2.3: Increase the dollar amount of identified overpayments per quarter from $950,000 to $1,250,000 by fiscal year 2027.

• Action Plan: Ensure effective service delivery through strategic leadership, expert consultation, and streamlined processes—targeting confidentiality, fraud prevention, and accountability.

• Importance: OFA has continued to increase overpayments since pandemic lows during SFY 2021-2022, while total number of referrals to OFA continue to be consistent.

• Data does not include overpayments written by DCYF or ESA.

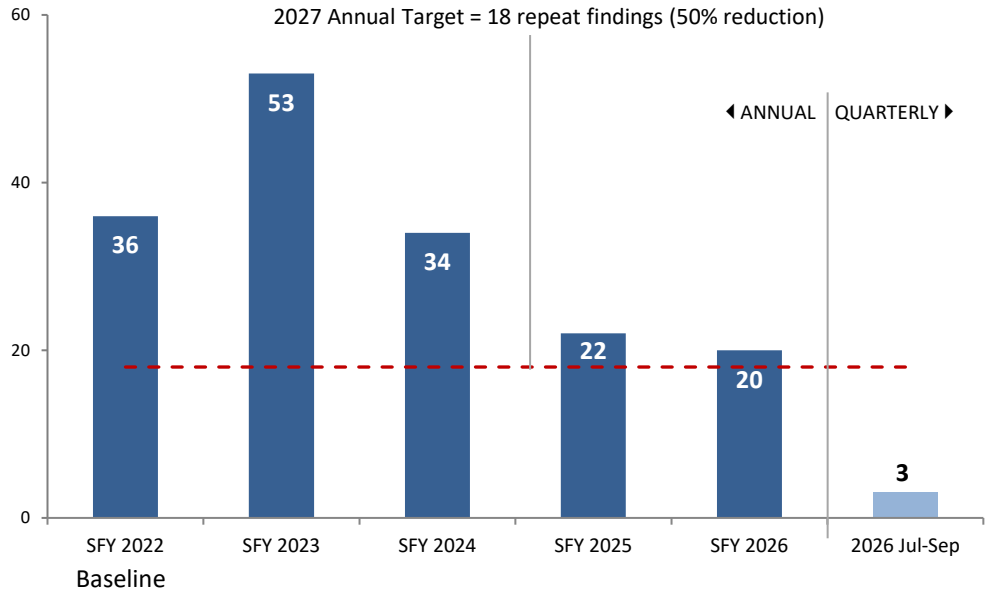
TO DATA: https://www.dshs.wa.gov/data/metrics/OAX.1.xlsx

Results-Driven Services

OOS | Enterprise Risk Management Office

Safety and Health Assessment findings

Annual number of repeat Safety and Health Assessment findings



DATA SOURCE: ERMO Safety Office SHPA reports; supplied by Jason York.
ME**ASURE DEFINITION:** Number of repeat findings on Safety and Health Performance Assessments. A "repeat finding" is a finding that was identified on the previous year's Assessment.
DATA NOTES: **1** Percent of reduction of repeat findings is calculated from baseline of 36 repeat findings in SFY 2022.

SUMMARY

• This measure supports OOS's Strategic Goal #2: Advance innovation in service delivery to amplify impact, ensure compliance and increase effectiveness.

• Action Plan: Advance organizational compliance by investing in technology to modernize audit and risk systems.

• Success Measure: 2.5 Enterprise Risk Management Office will achieve a 50% reduction in repeat Safety and Health Assessment findings by July 2027.

• Importance: This measure provides an indication of DSHS commitment to safety. Proactive measures for safety are an important part of DSHS' commitment to government accountability, as well as its commitment to being a workplace of choice.

• In the last three years the trend has been neutral. 2023 saw a nearly 50% increase from the 2022 baseline with a substantial decrease in 2024 to just below the 2022 baseline.

TO DATA: https://www.dshs.wa.gov/data/metrics/OEX.8.xlsx