



Office of the Secretary

Department of Social and Health Services

Strategic Plan Metrics

April 2025

Office of the Secretary

Success Measures with charts

Strategic Plan
Success Measure #

Build Economic Justice

Percent positive employee responses, for Employee Survey question, "Self sufficiency standard" (In Process)	1.6
Self sufficiency standard rate (In Process)	1.7

Operational Excellence

OEM.1	Number of fully trained Incident Management Team members	3.1
OPR1.1	Number of confidentiality breaches	3.2
OIG.1	Number of public records requests closed within 5 days	3.3
OEX.8	Safety and Health Assessment findings	3.4
OJCR.1	Office of Justice and Civil Rights investigations timeframes	3.5
OC.1	Percentage of Growth/Followers for Social Media	3.7
	Customer satisfaction responses will increase by 10% July 2027 for OISVC customer survey question, "How likely are you to recommend our services to a friend or colleague" (In Process)	4.7

Employer of Choice

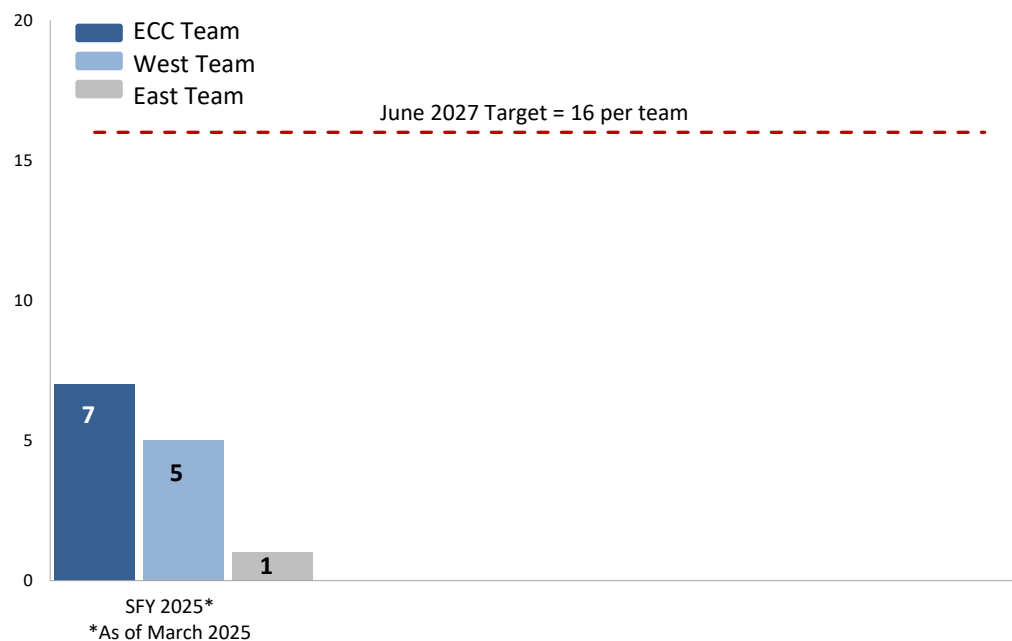
ISVC.1	Percent Positive Employee responses for Employee Survey question, "I feel supported during organizational change at this agency"	4.4
ISVC.2	Percent positive employee responses for Employee Survey question, "I can see a clear link between my work and my agency's vision"	4.5
ISVC.3	Percent positive employee responses for Employee Survey question, "I am encouraged to come up with better ways of doing things"	4.6

OOS | Office of Emergency Management

Operational Excellence

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 successfully complete ICS position-specific training certification.

DATA NOTES:

SUMMARY

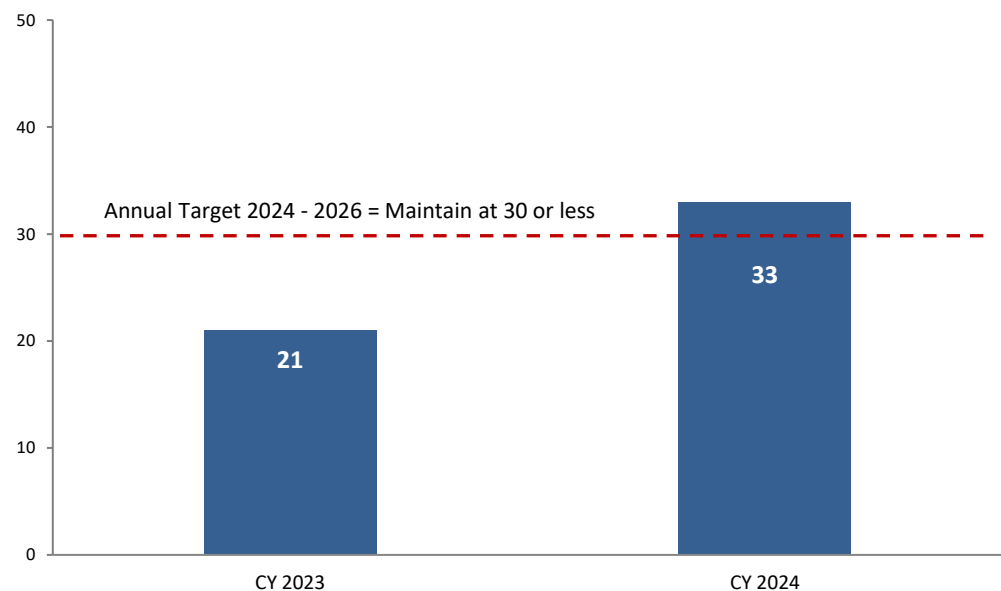
- This measure supports OOS's Strategic Goal #3: Improve organizational infrastructure to optimize process-driven outcomes and reduce agency risk and liability.
- Action Plan: Provide leadership, and invest in training, consultations, compliance, and risk mitigation program improvements to support advancements throughout the department in emergency management, safety, legal discovery, Civil Rights investigations, public records, internal audits and privacy.
- Success Measure: 3.1: Staff, train, and resource three incident management teams named the East, West, and the Emergency Coordination Center teams. Each team will consist of a minimum of 16 personnel with members completing ICS position-specific level training: 2 people for each command staff and section chief position by 2027.
- Importance: OOS recognizes the importance of employees emergency preparedness preparation.

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

OOS | Office of Information and Governance

Operational Excellence

Number of confidentiality breaches



SUMMARY

- This measure supports OOS's Strategic Goal #3: Improve organizational infrastructure to optimize process-driven outcomes and reduce agency risk and liability.
- Action Plan: Provide leadership, and invest in training, consultations, compliance, and risk mitigation program improvements to support advancements throughout the department in emergency management, safety, legal discovery, Civil Rights investigations, public records, internal audits and privacy.
- Success Measure: 3.2: Maintain the number of confidentiality breaches to 30 or less each calendar year for years 2024, 2025, 2026.
- 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.

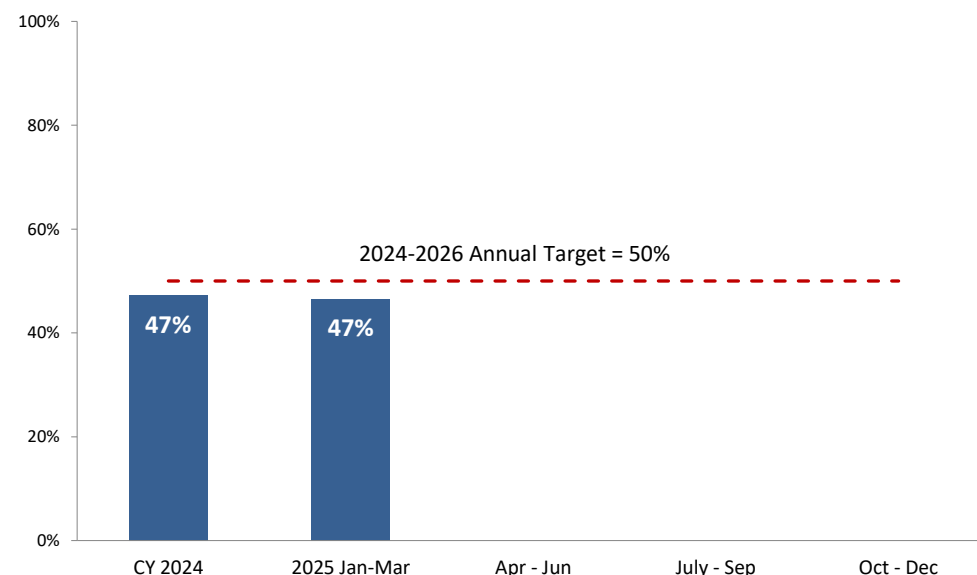
DATA NOTES: **1** The DSHS Privacy Officer will provide quarterly updates, though data will not generally be mature for two months after the end of the quarter. **2** This measure only includes data breaches that are considered reportable under HIPAA. This is the number of breaches per quarter/ year, 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>

OOS | Office of Information and Governance

Operational Excellence

Percent of public records requests closed within 5 days



DATA SOURCE: ARRTS (Agency Records Request Tracking System); supplied by Geoff Nisbet, Public Records Officer.

MEASURE DEFINITION: The number of public records requests received in a calendar year (or quarter) that were closed within five business days of receipt as a percentage of the overall number of public records requests received in that calendar year (or quarter).

DATA NOTES: 1 Partial, quarterly data will be provided by the DSHS Public Records Officer.

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

SUMMARY

- This measure supports OOS's Strategic Goal #3: Improve organizational infrastructure to optimize process-driven outcomes and reduce agency risk and liability.
- Action Plan: Provide leadership, and invest in training, consultations, compliance, and risk mitigation program improvements to support advancements throughout the department in emergency management, safety, legal discovery, Civil Rights investigations, public records, internal audits and privacy. And, invest in technology for creative solutions to reduce risk for DSHS discovery, Office of Justice and Civil Rights compliance in processing investigations and complaints and Public Disclosure redaction.
- Success Measure 3.3: Maintain the number of public records requests closed within 5 days at 50% or more each calendar year for years 2024, 2025 and 2026.
- Importance: This measure provides an indication of the promptness of DSHS responses to public records requests. Efficient, prompt responses to public records requests are an important part of DSHS' commitment to government accountability and transparency, as well as its commitment to quality customer service.

In the last three years the trend has been downwards - the percentage of requests closed within five days has decreased from 58% in 2021 to 50% in 2022.

OOS | Enterprise Risk Management Office

Operational Excellence

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.

MEASURE 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 #3: Improve organizational infrastructure to optimize process-driven outcomes and reduce agency risk and liability.
- Action Plan: Provide leadership, and invest in training, consultations, compliance, and risk mitigation program improvements to support advancements throughout the department in emergency management, safety, legal discovery, Civil Rights investigations, public records, internal audits and privacy.
- Success Measure: 3.4: 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.

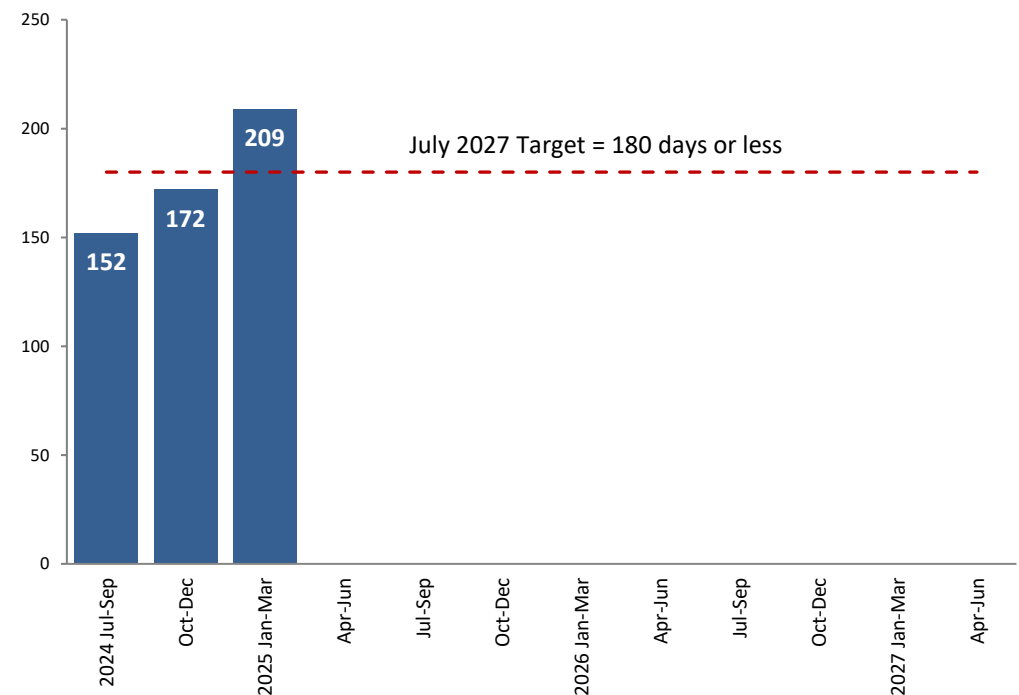
TO DATA: <https://www.dshs.wa.gov/data/metrics/OEX.8.xlsx>

OOS | Office of Justice and Civil Rights

Operational Excellence

Office of Justice and Civil Rights investigations timeframes

Average case length (days)



DATA SOURCE: Office of Justice and Civil Rights PowerBi reporting based on the Investigations Log; supplied by the OJCR MA5 or Policy and Project Administrator.

MEASURE DEFINITION: Average case length (in days) for cases closed during the quarter. Timelines for Civil Rights investigations begin when the investigation is assigned to an internal or external investigator and ends when the report has been approved and sent to the program.

DATA NOTES: 1 Quarter 2024 Jul-Sep data goes through October 15, 2024.

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

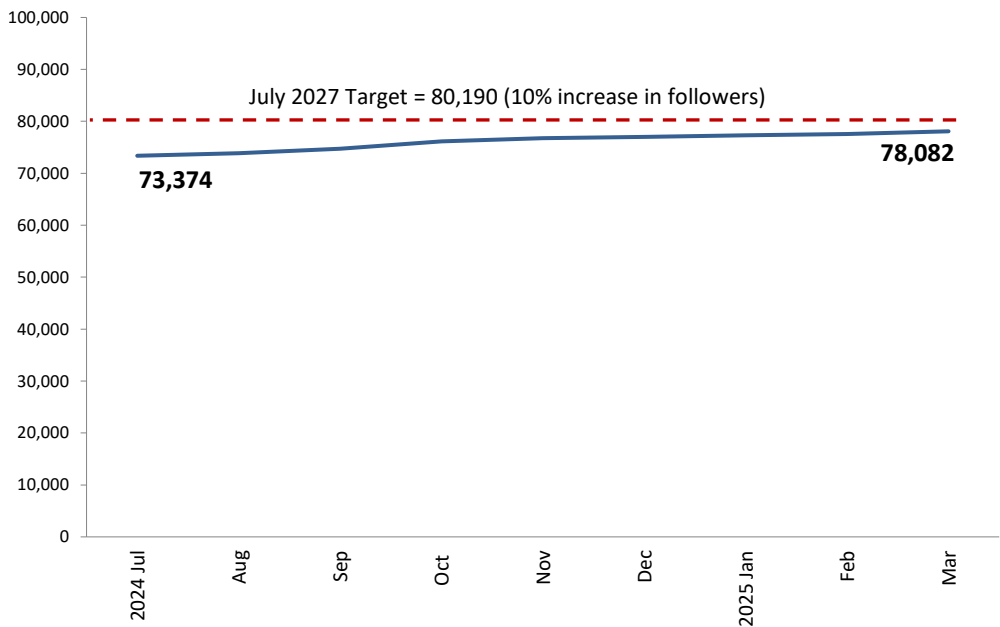
SUMMARY

- This measure supports OOS's Strategic Goal #3: Improve organizational infrastructure to optimize process-driven outcomes and reduce agency risk and liability.
- Action Plan: Provide leadership, and invest in training, consultations, compliance, and risk mitigation program improvements to support advancements throughout the department in emergency management, safety, legal discovery, Civil Rights investigations, public records, internal audits and privacy. And, invest in technology for creative solutions to reduce risk for DSHS discovery, Office of Justice and Civil Rights compliance in processing investigations and complaints and Public Disclosure redaction.
- Success Measure: 3.5: Reduce Office of Justice and Civil Rights investigations timeframes so the average investigation and report does not extend beyond six months by July 2027.
- Importance: This measure provides an emphasis on DSHS commitment to conducting fair, timely, and thorough internal investigations for Civil Rights. Measures for Civil Rights investigations are an important part of DSHS' commitment to government accountability and transparency, as well its commitment to quality customer service.

OOS | Office of Communications

Operational Excellence

Percentage of Growth/Followers for Social Media



DATA SOURCE: Office of Communications Reports to OOS; Data will be supplied by the Social Media Manager. Data is gathered from the native platforms monthly. (Facebook, Instagram, X, Linked In).

MEASURE DEFINITION: Measuring followers across social media refers to tracking the number of individuals who have chosen to subscribe, like, or follow an account on various platforms (e.g., Facebook, X, Instagram, Linked In). It involves monitoring changes in the follower count over time to understand the account's growth, reach, and the effectiveness of its content strategy. This measurement helps determine how well the account is attracting and retaining an audience, offering insights into the account's visibility, influence, and overall impact on each social platform.

DATA NOTES: *Click below for data notes.*

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

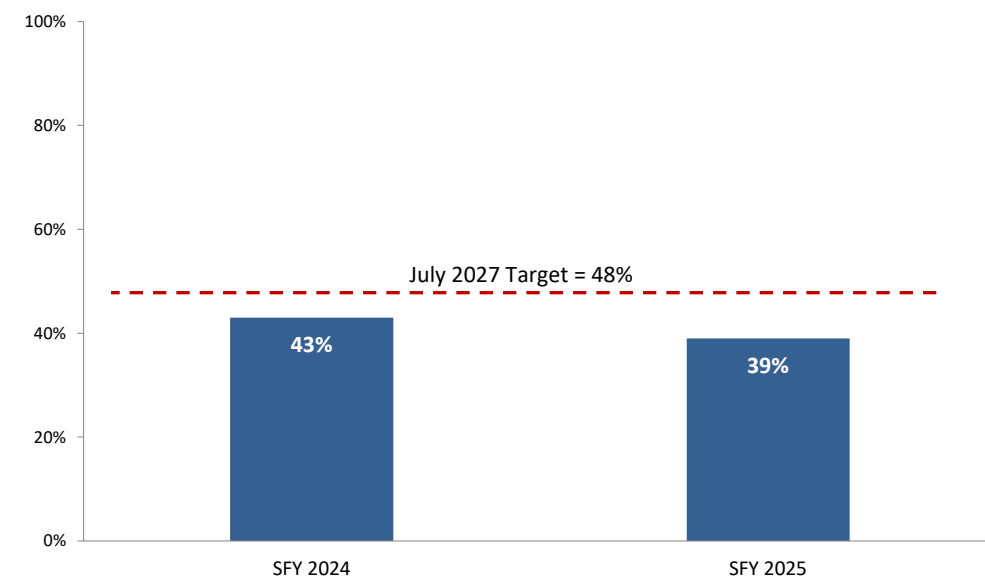
SUMMARY

- This measure supports OOS's Strategic Goal #3: Improve organizational infrastructure to optimize process-driven outcomes and reduce agency risk and liability.
- Success Measure: 3.7: Increase DSHS social media presence and increase overall following of users by 10% on major platforms by July 2027.
- Importance: This measure provides an emphasis on DSHS commitment to leveraging data-driven strategies to reach a broader audience. Measures for tracking progress and refining engagement strategies are an important part of DSHS' commitment to government accountability and transparency, as well its commitment to quality customer service.

OOS | Office of Innovation, Strategy and Visual Communications

Employer of Choice

Percent Positive Employee responses for Employee Survey question, “I feel supported during organizational change at this agency”



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 4.4: Increase employee responses, strongly agree/agree, from 43% June 2024 to 48% by July 2027 for Employee Survey question, "I feel supported during organizational change at this agency."
- Importance: OOS recognizes the science behind and importance of employee satisfaction, employee retention, innovation, organization effectiveness, and positive outcomes for the people we serve.
- The 2023 Employee Engagement Survey was redesigned and provides a new baseline for survey results for SFY 2024.

DATA SOURCE: DSHS Employee Survey reported by RDA; provided by Stacii McKeon, Director of Organizational Change.

MEASURE DEFINITION: Percent positive staff responses to DSHS Employee Survey question "I feel supported during organizational change at this agency."

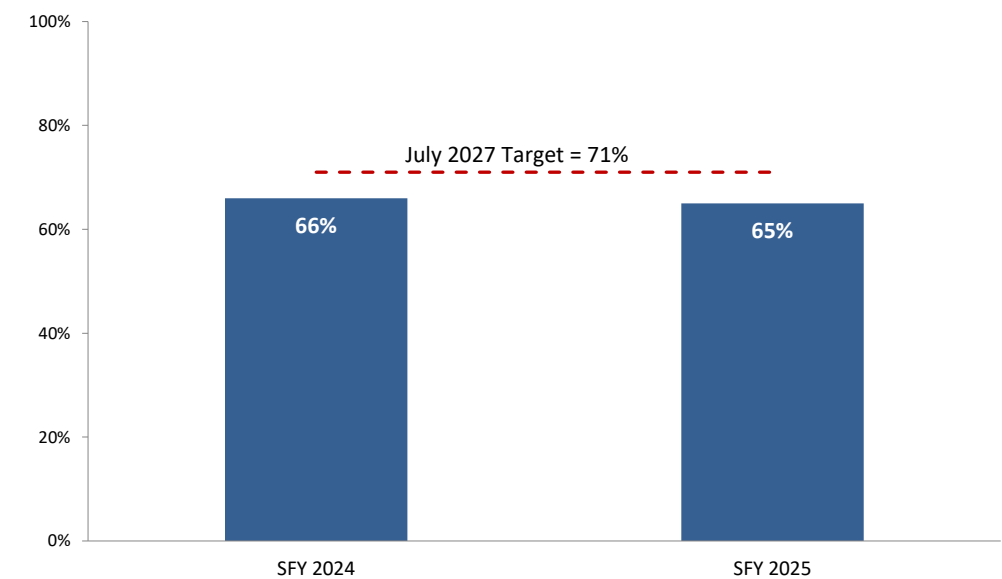
DATA NOTES: 1 Numerator: Number answering “Strongly Agree” or “Agree” in response to question. Denominator: Total number of employees who answered the question.

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

OOS | Office of Innovation, Strategy and Visual Communications

Employer of Choice

Percent positive employee responses for Employee Survey question, "I can see a clear link between my work and my agency's vision"



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 4.5: Increase employee responses, strongly agree/agree from 66% June 2024 to 71% by July 2027 for Employee Survey question, "I can see a clear link between my work and my agency's vision."
- Importance: OOS recognizes the science behind and importance of employee satisfaction, employee retention, innovation, organization effectiveness, and positive outcomes for the people we serve.
- The 2023 Employee Engagement Survey was redesigned and provides a new baseline for survey results for SFY 2024.

DATA SOURCE: DSHS Employee Survey reported by RDA; provided by Amber Johnson, Director of Strategy and Planning.

MEASURE DEFINITION: Percent positive staff responses to DSHS Employee Survey question "I can see a clear link between my work and my agency's vision."

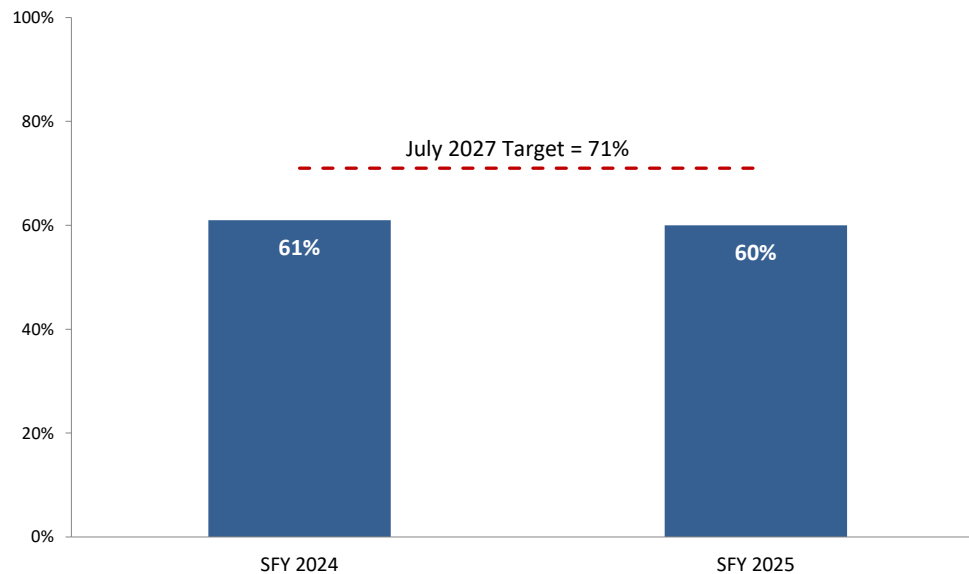
DATA NOTES: 1 Numerator: Number answering "Strongly Agree" or "Agree" in response to question. Denominator: Total number of employees who answered the question.

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

OOS|Office of Innovation, Strategy and Visual Communications

Employer of Choice

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 4.6: Increase employee responses, strongly agree/agree, from 61% June 2024 to 71% by July 2027 for Employee Survey question, "I am encouraged to come up with better ways of doing things."
- Importance: OOS recognizes the science behind and importance of employees satisfaction, employee retention, innovation, organization effectiveness, and positive outcomes for the people we serve.
- The 2023 Employee Engagement Survey was redesigned and provides a new baseline for survey results for SFY 2024.

DATA SOURCE: DSHS Employee Survey reported by RDA; provided by Amber Johnson, 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>