



ECONOMIC SERVICES ADMINISTRATION

# Strategic Plan 2019-2021

*January 2019*



## Table of Contents

EXECUTIVE SUMMARY .....	3
AGENCYWIDE PRIORITIES AND GOALS .....	4
STRATEGIC OBJECTIVES.....	5
ESA GOAL 1: Service – Optimize customer-focused service delivery .....	5
ESA GOAL 2: Employees – Build a dynamic culture of fully engaged and culturally competent employees.....	8
ESA GOAL 3: Communication – Achieve excellent communications in all mediums .....	10
ESA GOAL 4: Technology – Provide world-class technology solutions to staff and the public.....	11
ESA GOAL 5: Partnerships – Nurture and expand strategic partnerships .....	13
ESA GOAL 6: Public Trust – Serve as ethical and efficient stewards of our resources .....	14



## EXECUTIVE SUMMARY



“Our goal is to reduce the number of people living in poverty by 50 percent by 2025 in a way that eliminates disparity. ESA’s talented and dedicated staff and partners are committed to reducing poverty and hunger, improving the lives of those who turn to us for help, and building healthier families and communities.”

– David Stillman, Assistant Secretary  
Economic Services Administration

### ESA Organizational Chart

The Department of Social and Health Services (DSHS), Economic Services Administration (ESA) provides services including:

Nearly one of every three Washington citizens turns to ESA for assistance with cash grants, food, child support, child care, disability determination and supports for transition to employment and other services. Each day this customer base of two million receives service from nearly 4,400 dedicated ESA employees help individuals and families across Washington State meet their foundational needs and work toward achieving their full potential.

Many of our customers live on the margin. Although most are not receiving a cash grant, they may be relying on food assistance, work-related support services, assistance with child support, or medical coverage. A family crisis or change in the economy, even a small one, can force our friends, families, and neighbors into situations requiring even more assistance, whether it’s the full support of a cash grant, help with child support, or temporary assistance to avoid the loss of housing. When unemployment rates rise or there are downturns in the economy, the demand for services increases, as does the pressure on programs, funding, staffing and other resources.

Every day, strong organizational values help our leadership and staff transform mission and vision statements into reality on the path to achieving our unified goal - to reduce the number of individuals and families living in poverty (below 200 percent of the federal poverty level) by 20 percent by 2020 and 50 percent by 2025 in a way that eliminates disparities. Pursuit of this unified goal shapes our organizational culture and guides decision-making on everything from staffing decisions to setting priorities on allocation of limited resources and guides decision-making on everything from staffing decisions to setting priorities on allocation of limited resources.

#### **ESA Mission, Vision, Values**

##### **Mission**

To transform lives by empowering individuals and families to thrive

##### **Vision**

Individuals, families, and communities thrive

##### **Values**

Innovation  
Collaboration  
Respect  
Accountability



## AGENCYWIDE PRIORITIES AND GOALS

At DSHS, we transform lives. This operational plan addresses the Secretary's priorities and sets measurable objectives and goals. We frequently monitor our progress to ensure DSHS serves our clients and Washington state to the best of our ability. Each of us has an effect on the lives of DSHS' 2.4 million clients. Every DSHS employee contributes to addressing the priorities and accomplishing the objectives in this operational plan.

The DSHS Secretary has set five agency-wide priorities:

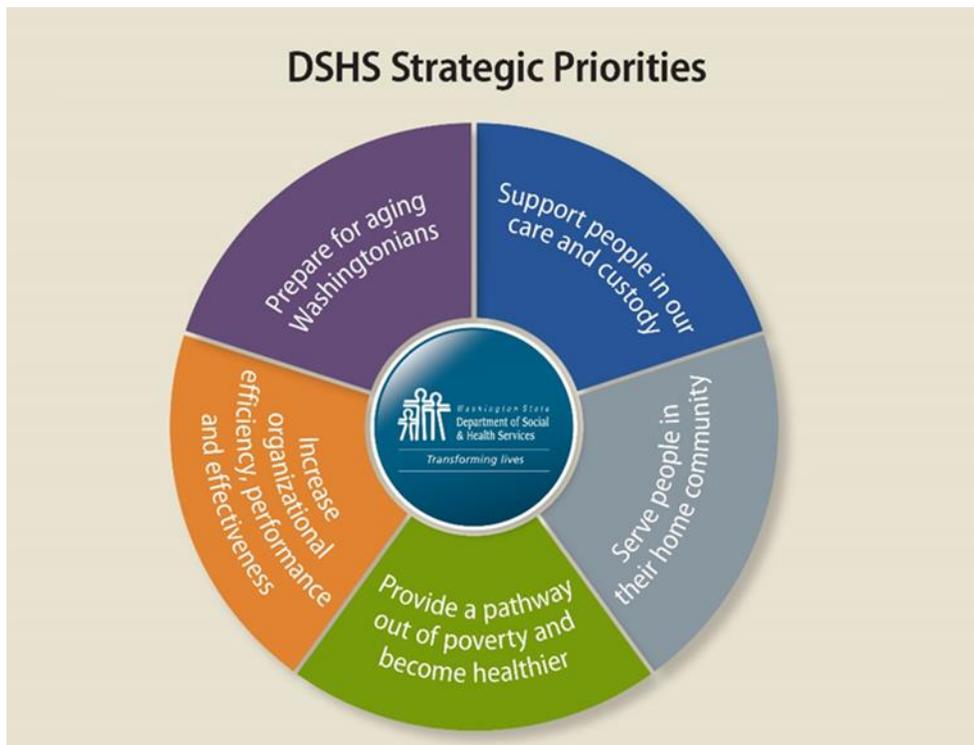
- Prepare for aging Washingtonians
- Support people in our care and custody
- Serve people in their home community
- Provide a pathway out of poverty and become healthier
- Increase organizational efficiency, performance and effectiveness

In addition, each strategic objective supports one or more of the five broad goals for DSHS:

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

Both the Secretary's priorities and DSHS goals align with:

- Results Washington's objective of Better results for Washingtonians
- Governor's goal of Healthy and Safe Communities
- Governor's goal of Efficient, Effective and Accountable Government



# ESA STRATEGIC OBJECTIVES

ESA's Operational Objectives align with DSHS priorities. The narratives for each EAS objective describe why the objective is important, what constitutes success and provide an action plan. DSHS monitors the progress of strategic objectives, reports on it quarterly on the [DSHS website](#) and updates objectives as needed.

**ESA GOAL 1: Service – Optimize customer-focused service delivery**

**DSHS STRATEGIC PRIORITY: Provide a pathway out of poverty and become healthier**

## Strategic Objective 1.1: Increase program exits to self-sufficiency

**Importance:** Increased exits from public assistance require employment in stable jobs with opportunities for increased wage progression.

### Success Measure:

1.1.1 Increase the percentage of people who leave Temporary Assistance for Needy Families (TANF) due to increased income or at their request from 58 percent in March 2018 to 60 percent by June 2021.



[See Chart E2.1: Percent and number of families who leave public assistance \(TANF\) due to increased income or at their request](#)

### Action Plan:

- Simplify and develop a “one program” concept to ensure seamless transitions for all customers from program to program (WorkFirst, Basic Food, Employment and Training, Workforce Innovation and Opportunity Act, colleges, etc.).
- Develop a proposal for a refugee/immigrant pathway out of poverty pilot, including seeking additional resources.
- Explore making more resources available to families by adding children to the Social Security Income facilitation group we serve.
- Explore and develop data-gathering methods to ensure accurate measures of successful exits from public assistance.
- Implement final, approved recommendations from Transforming Case Management, a multi-year project that will fundamentally change the way we work with customers; which includes expanding case management services, serving the whole family, strengthening our community partnerships and referrals to other resources, and coaching and evaluation strategies.

### TANF Adults

#### In SFY17:

- Approximately 28,500 TANF families are assisted each month.
- An average of \$408 per month, in cash and medical assistance, are provided to the typical TANF family of a single parent with one child.
- Nearly 46 percent of TANF families were headed by a single parent.
- Nearly 65 percent of adult TANF customers are 18-34 years of age.
- Approximately 42 percent of adult TANF customers are 25-34 years of age.
- Approximately 14 percent of TANF customers identified themselves as homeless.



## Strategic Objective 1.2: Meet or exceed Social Security Administration (SSA) timeliness goals.

**Importance:** Social Security disability benefits are critical to individuals with disabilities to meet their basic needs, and timely processing is essential.

**Success Measure:**

- 1.2.1 Meet or exceed the national average processing time<sup>1</sup> for initial disability determination of Social Security Disability Insurance (SSDI) and SSI from October 2019 to September 2021.

**In 2017, Washington's  
Division of Disability  
Determination  
Services served  
86,757 individuals.**

[See Chart E1.7: The average time to process initial disability determinations for Social Security Disability Insurance cases \(Title II-SSDI\), and for Supplemental Security Income cases \(Title XVI-SSI\)](#)

**Action Plan:**

- Continue working with the Pre-Development Unit (PDU)<sup>2</sup> to find efficiencies prior to sending to adjudicators.
- Explore methods to increase information technology functionality as we transition to the new, nationwide Disability Case Processing System (DCPS)<sup>3</sup>.
- Explore ways to use customer feedback to improve business processes.
- Engage support staff and examiners in streamlining disability case processing.
- Continue working with DDS desk coverage adjudicators to find efficiencies in their business process.

---

## Strategic Objective 1.3: Increase child support collections.

**Importance:** Child support represents more than 63 percent of the income for very poor families. Consistent child support payments and resources for the whole family contribute to a family's economic stability and their ability to exit the Temporary Assistance for Needy Families (TANF) program due to self-sufficiency.

**Success Measures:**

- 1.3.1 Increase current support collected from 66.8 percent in federal fiscal year 2017 to 70 percent by federal fiscal year 2021.
- 1.3.2 Increase the average "percent of increase" of current support paid by Partnership for Re-Employment Project (PREP)<sup>4</sup> participants from 26 percent as of February 2018 to 33 percent by June of 2021.

---

<sup>1</sup> Economic Service Administration's (ESA's) processing time is compared to the national average published by the Social Security Administration on a continuous basis.

<sup>2</sup> The Pre-Development Unit (PDU) develops claims by ordering medical records and sending out forms before being assigned to a claims examiner; which decreases processing times.

<sup>3</sup> The Disability Case Processing System (DCPS) is a new, nation-wide claims processing system being developed to process SSA disability cases. WA DDS is involved in the beta testing and pilot project to roll out this system.

<sup>4</sup> Partnership for Re-Employment Project (PREP) is a collaboration between Division of Child Support and Employment Security Department/WorkSource providing comprehensive training and employment services to parents who owe child support.



1.3.3 Increase the income and child support payments for 55 percent of Families Forward Washington (FFW)<sup>5</sup> participants between January 2019 and June 2021.

[See Chart E1.3: Percent of current child support collected](#)

**Action Plan:**

- Propose legislation to require contractor reporting of sub-contractors through the Washington State Support Registry.
- Improve IT support for prosecuting attorneys to aid in child support establishments and modifications.
- Provide opportunities to low-income non-custodial parents to increase earnings capacity, skills, and financial literacy and enable them to better support themselves and their families and result in more regular, consistent child support payments.
- Propose legislation to reduce the threshold amount of “25 percent above or below” for modification review to allow more flexibility to change child support orders<sup>6</sup>.

**The Division of Child Support:**

- Served over 850,000 children and parents in SFY 17 by providing a variety of child support services
- Helps families weather the challenges of child rearing through the collection and distribution of over \$675 million in child support annually.
- Provides as much as 63% of the income of very poor families.
- Connects parents who need living wage jobs to training programs and other resources.

---

**Strategic Objective 1.4: Increase the number and percentage of customers experiencing quality customer service from ESA.**

**Importance:** Every ESA customer presents unique circumstances deserving our engagement and respect as we work to support them in addressing their needs, either directly or by connecting them to our partners who can help meet their needs.

**Success Measures:**

- 1.4.1 Increase the percent of positive customer responses to the question “Did (ESA program) staff explain things clearly?” from 81 percent in 2017 to 83 percent on the 2019 DSHS Client Survey.
- 1.4.2 Increase the percent of positive customer responses to the question “Did (ESA program) staff treat you with courtesy and respect?” from 86 percent in 2017 to 88 percent on the 2019 DSHS Client Survey.
- 1.4.3 Increase the percent of positive customer responses to the question “I know what programs are available for me and my family” from 62 percent in 2017 to 65 percent on the 2019 DSHS Client Survey.

---

<sup>5</sup> Families Forward Washington (FFW) is a grant project working with local service providers in Benton and Franklin counties. The program will test new strategies to improve the earnings capacity, skills and financial literacy of low-income parents who owe child support but are unable to fully meet their obligations due to low earnings.

<sup>6</sup> Current law provides that, in order for the Division of Child Support to file an action for modification or adjustment of an order, the child support order must be at least twenty-five percent above or below the appropriate child support amount. This can be too restrictive in some cases and does not allow the department to pursue a modification or adjustment when the change would be beneficial for the family but does not meet the 25% threshold change.



**Action Plan:**

- Develop mechanisms to increase employee awareness of the services provided by all ESA programs so each employee can make knowledgeable referrals and provide resource contact information for other services; and incorporate initial awareness regarding ESA programs/services into onboarding.
- Increase awareness of DSHS programs and services for the families of incarcerated individuals through engagement with DOC Family Services.

**On a typical day in ESA:**

- More than **500,000** families and over **870,000** individuals are able to afford nutritious food.
- Nearly **93,000** families and about **142,000** individuals receive cash assistance to help meet their basic needs.
- Nearly **51,000** children receive quality care while their parents go to school or work or look for work.
- Nearly **118,000** families receive child support.
- Over **\$1.2 million** in outstanding debts/repayments is collected.
- About **141** individuals are approved to receive or continue to receive Social Security disability benefits.

**ESA GOAL 2: Employees – Build a dynamic culture of fully engaged and culturally competent employees**  
**DSHS STRATEGIC PRIORITY: Increase organizational efficiency, performance, and effectiveness**

**Strategic Objective 2.1: Recruit, retain, and promote engaged employees.**

**Importance:** Being an employer of choice requires investment in talent recruitment and thorough onboarding along with policies and practices responsive to employee needs for training, career development, work environment, and work/life balance.

**Success Measures:**

- 2.1.1 Increase employee responses of “always” or “usually” to the question “I have opportunities at work to learn and grow” from 68 percent in 2017 to 71 percent on the 2019 DSHS Employee Survey.
- 2.1.2 Increase employee responses of “always” or “usually” to the question “In general, I’m satisfied with my job” from 71 percent in 2017 to 74 percent on the 2019 DSHS Employee Survey.

**Action Plan:**

- Improve employee onboarding for both internal and external hires.
- Adopt innovative strategies to attract and retain talented employees as described in Executive Order 16-07 “Building a Modern Work Environment”.
- Develop career pathways and professional development opportunities beyond the local office that take the entire employee lifecycle into account, from pre-recruitment to retirement/exit.
- Evaluate employee exit survey results to establish baseline data and ongoing metrics to inform recruitment and retention strategies.

**Washington state is one of the most accurate in the nation in providing clients timely access to food.**



## **Strategic Objective 2.2: Support and promote a diverse and inclusive workforce.**

**Importance:** ESA seeks to advance equity, diversity and inclusion by identifying and deploying concrete action plans to reinforce and continuously improve the positive work happening throughout the Administration. This commitment lies at the core of our organizational values.

### **Success Measures:**

- 2.2.1 Increase the employee responses of “always” or “usually” to the questions that comprise the Equity, Diversity, and Inclusion (EDI) Index<sup>7</sup> to increase the ESA EDI Index score from 71 percent in 2017 to 74 percent on the 2019 DSHS Employee Survey.
- 2.2.2 Increase the number of Certified Diversity Professionals (CDPs) and Certified Diversity Executives (CDEs) in essential positions<sup>8</sup> from 75% in 2017 to 100% by June 30th 2021.

### **Action Plan:**

- Implement ESA EDI initiatives focused on: visible support and executive sponsorship, middle manager forums, human resource opportunities, and EDI Community of Practice and planning team structures.
  - Continue to offer CDP and CDE certification to ESA employees, as appropriate.
- 

## **Strategic Objective 2.3: Promote a culture of safety and safe work environments.**

**Importance:** Every employee should feel safe and protected when they come to work. Workplace safety is essential to promote wellness and security for everyone; including employees, customers, and stakeholders.

### **Success Measures:**

- 2.3.1 Reduce the number of workplace injuries by 5% by 2021
- 2.3.2 Increase the employee responses of “always” or “usually” to the statement “I feel physically safe from harm at work” from 75 percent in 2017 to 78 percent on the 2019 DSHS Employee Survey.

### **Action Plan:**

- Continue to offer and promote employee training to increase safety, including First Aid, CPR/AED, verbal de-escalation, and active threat training.
- Regularly communicate with employees about workplace safety, including updates to safety plans, safety in daily work routines, and the most common workplace injuries impacting ESA employees.
- Update and share emergency response plans, so all employees are aware of the procedures in the event of an emergency.
- Support and empower active Safety Committees so they can complete tasks such as monthly safety walkthroughs and comprehensive emergency drills; and provide the committee with avenues for presenting safety information at staff meetings.
- Collaborate with DSHS Enterprise Risk Management Office (ERMO), Labor and Industries (LNI), and other safety partners to provide updated safety information to employees and ensure regulatory compliance.

---

<sup>7</sup> DSHS Research & Data Analysis team developed a comprehensive EDI index that consists of multiple questions from the Employee Survey to measure performance related to EDI values.

<sup>8</sup> Essential positions in ESA for CDPs and CDEs include the Assistant Secretary, EDI Administrator, Access Coordinators, and EDI Community of Practice Leads.



### Strategic Objective 3.1: Provide timely and accurate information to our employees.

**Importance:** Timely and clear communication at all levels of the organization results in a fully engaged and informed workforce able to better understand and convey the intent of changes in our services and operations.

**Success Measure:**

3.1.1 Increase employee responses of “always” or “usually” to the question “I receive clear information about changes being made within the agency” from 54 percent in 2017 to 57 percent on the 2019 DSHS Employee Survey.

**Action Plan:**

- Engage staff and management to determine the mediums, frequency and type of information staff want and need and seek regular feedback on what’s working and ways to improve communication.
- Identify new and innovative ways to increase communication among our workforce across all divisions.

**ESA’s 2025 Goal is to reduce poverty by half in a way that eliminates disparities and removes the barriers to opportunity we all need to thrive.**

*Why this goal is important:*

- **One in four of our neighbors (27%) struggle to make ends meet** each month, with a disproportionate share of children, people of color, and rural residents.
- **Childhood poverty costs the U.S. economy an estimated over \$1 trillion per year** due to loss of economic productivity.
- According to the National Equity Atlas, **Washington state’s economy would have been nearly \$40 billion stronger** in 2015 if poverty were reduced and racial disparities in income were eliminated.

### Strategic Objective 3.2: Increase the use of customer feedback in program and policy development.

**Importance:** ESA customers provide valuable feedback needed to help improve our service delivery. Collecting, analyzing and using that feedback is critical to ensure we provide top quality services in the most effective way possible for all of our customers.

**Success Measure:**

3.2.1 Increase the percentage of employee responses of “always” or “usually” to the question “We use customer feedback to improve our work processes” from 45 percent in 2017 to 48 percent on the 2019 DSHS Employee Survey.

**Action Plan:**

- Using multiple channels of communication, share information with employees, partners and customers about how we are using customer feedback.



- Review targeted ESA questions regarding customer feedback in the 2017 Employee Survey to better understand employee perceptions and expectations on the use of feedback. If needed, add additional targeted administration or division questions on the 2019 Employee Survey.
- Establish a mechanism to collect and track ESA efforts to get input from customers (e.g. surveys, listening sessions, evaluations, etc.) and use this information to develop future success measures.

---

**ESA GOAL 4: Technology – Provide world-class technology solutions to staff and the public**  
**DSHS STRATEGIC PRIORITY: Increase organizational efficiency, performance, and effectiveness**

### **Strategic Objective 4.1: Increase the security of customer information.**

**Importance:** Protecting customer information is very important. Our customers trust we will safeguard their personal information. Also, we have federal and state laws and agency policy requirements to ensure the protection of sensitive customer data. This is a challenging task in an era in which individual identities and their associated information are marketable commodities. We must continually protect this information through constant vigilance, proactive measures and anticipation of future threats without limiting the ability to share data in the pursuit of customer service and department goals.

**Success Measure:**

- 4.1.1 Implement 80 percent of the prioritized mitigation strategies to decrease the display and/or inappropriate disclosure of Social Security and bank account numbers by April 2020.

**Action Plan:**

- Continue to engage the interdisciplinary team and stakeholders to identify how to appropriately minimize the collection and exposure of sensitive customer data.
- Continue to communicate and collaboratively work with Economic Services Administration (ESA) Security team, Enterprise Technology Security team, Washington Technology Solutions, Division of Child Support Security team, Health Benefit Exchange Security team and participate in the development of enterprise security initiatives.
- Increase coordination with federal and state partners to maintain information security. In addition, regularly communicate with the Centers for Medicare and Medicaid Services Affordable Care Act Security team to ensure it is aware of project’s security initiatives and activities.



## Strategic Objective 4.2: Meet constantly changing business needs with modern technology/architecture.

**Importance:** Our ability to provide superior customer service relies heavily on technology that is secure, responsive to business needs, user-friendly and available with minimal down time. The current Automated Client Eligibility System (ACES) complex and Support Enforcement Management System (SEMS) rely on old programming languages and time-intensive development processes, and each uses multiple system architectures.

### Success Measures:

- 4.2.1 Continue work to establish a modern architecture for mission critical systems that is secure, responsive to business needs, user-friendly, and available with minimal down time.
- 4.2.2 Complete mainframe re-hosting and begin use by June 2021.

### Action Plan:

- Work with business and technical staff from the Washington state health and human services agencies to establish a clear vision of the scope of work and business processes we support in eligibility, payments and authorizations that must be integrated into successful enterprise architecture.
- Develop requirements for Business and IT Transformation (BITT) project.
- Continue focus on the Eligibility Service and ACES Remediation (ESAR)<sup>9</sup> tracks.

ESA IT Solutions is committed to meeting business needs while embracing the opportunity to create enterprise architecture shared among state agencies providing health and human services.

---

## Strategic Objective 4.3: Develop and implement business intelligence infrastructure to support data-driven decisions and provide program self-service.

**Importance:** The ability for programs to have real-time, self-service access to critical data. This type of analytic infrastructure will strengthen data-driven decision-making throughout the organization.

### Success Measures:

- 4.3.1 Research and procure a business intelligence (BI) system that meets the needs of all user roles across the organization by August 2019.
- 4.3.2 Fully implement a BI system to include automated reporting functions by June 2021.

### Action Plan:

- Establish a workgroup to research the functionality of available platforms and identify the needs of user roles across the organization, including technical and security staff, report developers, and end users.
- Procure and deploy enterprise BI software that meets the business requirements for Economic Services Administration (ESA).

---

<sup>9</sup> As a result of the rapid deployment of the Eligibility Service for the Affordable Care Act, business rules in ACES needed to be realigned. While assessing the impact of that work critical issues were identified in the ACES system. The ESAR project is working to resolve the issues, stabilize ACES, and continue issuing timely benefits to almost 2 million Washingtonians. ESAR is necessary to extend the life of ACES, increase system flexibility, and is the first step towards the modernization and modularization of the Eligibility and Enrollment environment.



- Implement a data governance model to develop shared decision-making, define authority and management of shared data assets, and facilitate and support development of BI capacity at enterprise and division levels.
- Establish a Business Intelligence User’s Group to promote skill development in business intelligence throughout ESA.

---

**ESA GOAL 5: Partnerships – Nurture and expand strategic partnerships**

**DSHS STRATEGIC PRIORITY: Increase organizational efficiency, performance, and effectiveness**

**Strategic Objective 5.1: Increase cross-agency/cross-program services and supports for customers.**

**Importance:** Economic Services Administration (ESA) can best accomplish its mission and unifying goal by developing, expanding and nurturing relationships with key state, federal, tribal and local partners that serve common customers. To the extent possible, it’s vital that we align or integrate service delivery models and services.

**Success Measure:**

5.1.1 The Solutions for Transitioning Parents<sup>10</sup> re-employment program is successfully implemented in King County by 2021.

**Action Plan:**

- Expand Partnership for Re-Employment Project (PREP)<sup>11</sup> from locations in one region to locations in two regions by 2021.
- Continue work to accomplish the objectives on the state’s Workforce Innovation and Opportunities Act plan to ensure integrated service delivery for our customers.
- Collaborate with the Social Security Administration to shape the future of disability claim processing by continuing to be involved in planning, designing, and implementing a new nation-wide claims processing system Disability Case Processing System (DCPS)<sup>12</sup> through a pilot program.
- Identify and pursue opportunities to integrate service delivery tailored to meet customer needs, either virtually through the use of innovative technology, in an ESA office location, or via out-stationing of our staff and resources.
- Identify opportunities to partner through grant pilots.
- Collaborate with the Governor’s Interagency Workgroup on Poverty Reduction to develop the framework for reducing intergenerational poverty.
- Improve service alignment with the Department of Corrections for individuals leaving correctional facilities and re-entering local communities.

---

<sup>10</sup> Solutions for Transitioning Parents (STP) program is a collaboration with Washington’s Division of Child Support (DCS) Seattle Field Office and the South Seattle College Solutions for Transitioning Parents (STP) program and various other Local Community-Based Organizations and Partners to assist previously incarcerated adults living in King County to successfully transition back into the community.

<sup>11</sup> Partnership for Re-Employment Project (PREP) is a collaboration between Division of Child Support and Employment Security Department/WorkSource providing comprehensive training and employment services to parents who owe child support.

<sup>12</sup> The Disability Case Processing System (DCPS) is a new, nation-wide claims processing system being developed to process SSA disability cases. WA DDS is involved in the beta testing and pilot project to roll out this system.

### Strategic Objective 6.1: Increase the percentage of receivables collected by ESA for child care overpayments.

**Importance:** Collection of debts owed to the state benefits all programs and customers.

**Success Measure:**

6.1.1 Increase the two-year collection rate for child care overpayments from 23 percent in April 2017 to 50 percent by June 2021.

[See Chart EX.5: Percent of child care overpayments collected within 24 months](#)

**Action Plan:**

- Implement in-depth, alternative and targeted locate and collection strategies for aging, non-paying cases.
- Utilize Collections and Accounts Receivable System (CARS) and reporting features to help assign work and prioritize caseloads.
- Work with Department of Children, Youth, and Families (DCYF) and the providers' union (SEIU 925) to educate providers on how to negotiate the overpayment dispute and collection process with a goal of demystifying the process and reducing uncollectable debt.

ESA Office of Financial Recovery **collects more than \$300 million annually**, which is used by state agencies to decrease poverty, promote health, and increase educational and employment opportunities **to support people in reaching their potential.**

---

### Strategic Objective 6.2: Improve the quality and availability of fiscal data.

**Importance:** Accurate and reliable fiscal data is critical to support operational and policy decisions that affect programs serving ESA's most vulnerable customers.

**Success Measure:**

6.2.1 Administrative and program cost dashboards for ongoing budget monitoring are in use by all ESA divisions by June 2021.

**Action Plan:**

- Continue migration from existing manual reporting to automated self-serve reporting for administrative and program budget data for all ESA divisions.



### **Strategic Objective 6.3: Meet or exceed federal and state program integrity standards.**

**Importance:** A strong, collaborative program integrity effort is vital for the public to have confidence that Economic Services Administration (ESA) programs, policies and processes work together to achieve accurate service delivery.

**Success Measure:**

6.3.1 ESA and Office of Fraud and Accountability (OFA) Program Integrity teams will assess the action plan items and develop this measure by December 2019.

**Action Plan:**

- Increase capacity to conduct case reviews, targeted root cause analyses and resulting identification of program and policy integrity improvements.
- Review program audit reports and other relevant information to assess risks, identify trends and create action plans.
- Increase data and information sharing at national level and with other states.
- Expand recipient integrity education initiatives to increase fraud prevention efforts across multiple public assistance programs.

ESA Division of Program Integrity works to ensure a **successful, collaborative system** built on the shared philosophy of “**prevention first**”.

---

### **Strategic Objective 6.4: Maintain high accuracy rates for Disability Determination Services.**

**Importance:** Maintaining high accuracy rates for our services ensures appropriate use of financial resources and increases public trust in both state and federal disability programs.

**Success Measure:**

6.4.1 Maintain or exceed a 97 percent net accuracy rate on initial disability claims from October 2019 to September 2021.

[See Chart EX.4: Initial claims accuracy rate](#)

**Action Plan:**

- Conduct regular refresher trainings to maintain continued policy compliance and decisional accuracy for disability claim adjudicators and staff.
- Identify needs for training development based on most common errors.
- Increase accessibility to available resources for all adjudicators (SharePoint access to Quality Assurance (QA), Social Security Administration (SSA) Office of Quality Review findings and trends).
- Provide information on accuracy trends regularly and provide recommendations for quality improvement.
- Combine QA and training resources to improve quality compliance.

