



FACILITIES, FINANCE AND ANALYTICS ADMINISTRATION

# Strategic Plan 2019-2021

*January 2019*



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## EXECUTIVE SUMMARY



Our Administration is entrusted with the stewardship of physical, financial and, intellectual resources of the Department that are all ultimately used to serve and care for Washington’s most vulnerable people.

– Judy Fitzgerald, Assistant Secretary  
Facilities, Finance, and Analytics Administration

The Department of Social and Health Services (DSHS), Facilities, Finance, and Analytics Administration (FFAA). The units within this administration provide services including:

[Link to FFAA Organizational Chart](#)

Central Budget Office  
Consolidated Maintenance and Operations  
Financial Services Division  
Leased Facilities and Maintenance Operations  
Office of Capital Programs  
Research and Data Analysis

### **Facilities, Finance, and Analytics Administration Mission, Vision, Values**

#### **Mission**

We transform lives by safeguarding the resources DSHS needs to care for and support Washington’s most vulnerable people

#### **Vision**

All FFAA actions taken are based on thoughtful planning and result in efficient and effective services

#### **Values**

Teamwork  
Collaboration  
Planning  
Advocacy  
Respect



## AGENCYWIDE PRIORITIES AND GOALS

This Operational Plan addresses the Secretary’s priorities for all of DSHS 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. Every DSHS employee contributes to addressing the priorities and accomplishing the objectives in this strategic plan.


The DSHS Secretary has chosen priorities for the agency based on discussions with staff, clients, stakeholders, the Governor’s Office, legislators and others. These priorities address current needs and anticipate the future. By working together across administrations DSHS will be able to deliver a range of quality of services to Washington residents, work efficiently and effectively, and be an employer of choice for our staff. The DSHS Secretary has five agencywide priorities:

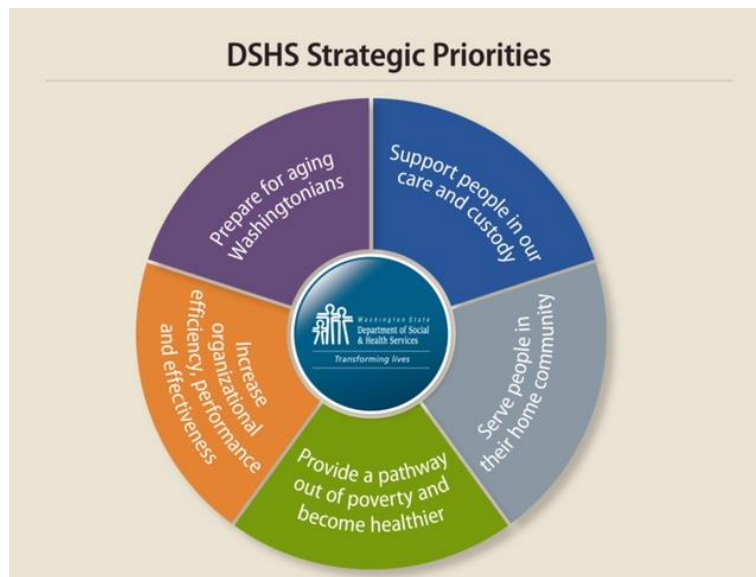
- Prepare for aging Washingtonians.
- Support people in our care and custody.
- Serve people in their home community.
- Provide a pathway out of poverty and become healthier.
- Increase organizational efficiency, performance and effectiveness.

Each strategic objective in this agencywide plan supports 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. Results Washington measures are labeled with the following icon. 
- The Governor’s goal of Healthy and Safe Communities.
- The Governor’s goal of Efficient, Effective and Accountable Government.



## OBJECTIVES

Below are the details of the Operational Objectives within the Secretary's priorities. The narratives for each describe why the objective is important, what constitutes success and provide an action plan. Some objectives refer to decision packages. These are funding requests DSHS submits to the Office of Financial Management as part of the state budget process. You will see a decision package number for those objectives. DSHS monitors progress in meeting strategic objectives, reports on it quarterly on the [DSHS website](#) and updates objectives as needed.

### DSHS STRATEGIC PRIORITY: PREPARE FOR AGING WASHINGTONIANS

**Importance:** DSHS must be ready for the explosive growth in the number of older adults who will need some type of assistance from us to stay in their home communities. Estimates from the state Office of Financial Management show the number of Washingtonians 65 and older will increase by 7 percent by 2040 (from 1.2 million to nearly 2 million people) and many will want to live in community-based settings. We must prepare our own staff to provide excellent services to this influx of clients and prepare family members and other providers to safely care for and support these individuals.

Based on this, DSHS has established the following strategic objectives to support how we will prepare for aging Washingtonians.

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#### **Objective: Leased Facilities and Maintenance Operations (LFMO) will Complete 100 percent of the fiscal year 2020-21 projects as funded in the six-year plan.**

Decision Package: 000 – ML – WD - Facility One-Time Costs

**Importance:** DSHS' has 124 leased facilities that house 9,000 staff who provide services to 2.8 million DSHS clients statewide. Without office space, DSHS will not be able to accommodate the number of staff who will be needed to serve our clients statewide, including aging, disabled, and vulnerable Washingtonians.

**Success Measure:** Complete 100 percent of the fiscal year 2020-21 projects as funded in the six year plan by the end of the biennium. This includes:

- Lease renewals.
- Downsizes.
- Relocations.
- New spaces.
- Reconfigurations.

**Action Plan:**

- Hire two new senior facilities planners and a computer aided design coordinator by November 1, 2018.
- Work with DSHS program staff to design office spaces and develop the space planning data forms (SPDS).
- Distribute and analyze work pattern assessments surveys.



- Submit modified pre-design and SPDS forms in a timely manner and obtain approval for projects through the state Office of Financial Management.
  - Work with Department of Enterprise Services and DSHS staff to manage and deliver office construction projects.
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**Objective: Research and Data Analysis (RDA) will integrate statewide Medicare data to expand capacity to conduct analyses related to DSHS' Aging and Long-Term Support and Developmental Disabilities Administration, state hospitals, and use of competency evaluation/restoration services.**

**Importance:** A substantial number of state hospital patients and persons referred for forensic competency evaluation have Medicare coverage. Access to Medicare population data is needed to:

- Better understand patterns of state hospital use and forensic evaluation referrals of Medicare beneficiaries.
- Inform development of intervention strategies and business processes.
- Better manage demand by Medicare beneficiaries for state hospital and forensic competency evaluation services.

Access to Medicare population data provides an opportunity to:

- Assess the potential for strategies to reduce Medicare beneficiary use of state hospital and forensic evaluation services and produce Medicare savings.
- Design and evaluate intervention strategies to reduce or delay need for personal care, community residential and institutional services.
- Inform potential future negotiation for shared Medicare savings from the Center for Medicare and Medicaid Services (CMS).

**Success Measure:**

- Obtain resources necessary for data acquisition from CMS, establishing ongoing data interfaces, and meeting associated data security and privacy requirements by June 30, 2019.
- Complete funded high-priority data analyses, prioritized in collaboration with DSHS program partners in FY 2020 and FY 2021.

**Action Plan:**

- Seek and obtain resources necessary for data acquisition from CMS, establishing ongoing data interfaces and meeting associated data security and privacy requirements.
  - Integrate data with existing data sources housed in RDA, including application of master identity management and data classification processes (e.g., identity linkage to state hospital and forensic competency evaluation data sources, implementation of behavioral health risk group concepts for Medicare beneficiaries).
  - Collaborate with DSHS program partners to identify and conduct high-priority data analyses, such as analysis of patterns of state hospital usage and forensic evaluation referrals of Medicare beneficiaries, to inform intervention strategies and business processes to better manage demand by Medicare beneficiaries for state hospital and forensic competency evaluation services.
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**Importance:** We must provide top-notch care and supports for the people in our care and custody, whether they reside in a community-based setting or in one of our 11 residential facilities. Equally important is the safety of our employees who provide the care. Well-maintained facilities that have adequate space and staffing are another important element of the care and comfort of their residents.

Based on this, DSHS has established the following strategic objectives to support how we will care for those in our care.

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**Objective: Consolidated Maintenance and Operations (CMO) will establish preventative maintenance programs at Rainier School, Fircrest School and Consolidated Support Services (CSS).**

**Importance:** Having an established preventative maintenance program that aligns with Center for Medicare and Medicaid Services (CMS) regulations will enable our larger facilities to provide safe living conditions for DSHS clients.

**Success Measure:** Increase the number of preventative maintenance work orders by 50 percent at each facility over the next fiscal year.

**Action Plan:**

- Modify the Preventative Maintenance Project Module Worksheet that was used at Western State Hospital to use as the action planner for Rainier School, Fircrest School, and CSS.
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**Objective: CMO will reduce the backlog of work orders that have been outstanding for 90 or more days at state facilities.**

Decision Packages: 030 - 000 – ML – 8X - Maintain Safe Secure Facilities, 040 – 000 – ML – 8X – Maintain Safe Secure Facilities, 135 – 000 – ML – 8X – Maintain Safe Secure Facilities

**Importance:** Decreasing the number of work orders 90 days or older will help ensure a safe and satisfactory environment for residents of DSHS facilities, decrease overall maintenance costs and extend the life of building systems and equipment. Completing the work associated with the backlogged orders will help keep the environment of care at a satisfactory level, ensuring DSHS clients are well taken care of and have a safe residence in which to live.

**Success Measure:** Decrease outstanding 90-day-plus open work orders at each facility by 25 percent by December 2018.

**Action Plan:**

- Request additional staff for the facilities.
  - Prioritize work orders.
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**Objective: The Central Budget Office (CBO) will develop and implement staffing models for all institutions so that they can ensure client and staff safety, increase staff efficiency, performance and effectiveness and decrease staff overtime.**

**Importance:** Having an accurate staffing model will support getting the right number of the right kind of staff in our hospitals and institutions. Accurate staffing models also support:

- A safe and effective level of care for our clients.
- A reduction of assaults on staff.
- A reduction in staff overtime expenses.

**Success Measure:** Implement staffing models for all institutions by August 2019. This will ensure adequate staffing levels in order to support them.

**Action Plan:**

- Complete the hospital staffing model and present to internal stakeholders (CBO Staff, Chief Financial Officer) by January 2018 (complete).
- Present the hospital staffing model to Behavioral Health Administration and the financial managers by March 2018 (complete).
- Present the hospital staffing model to the Office of Financial Management and legislative staff by May 2018 (complete).
- Present the hospital staffing model to DSHS Cabinet in fall 2018.
- Incorporate the hospital staffing model into the agency budget process.
- Develop staffing model specifically for the RHCs by October 2018.
- Present New RHC model to internal and external stakeholders in October and mid-November 2018.
- Begin work on Special Commitment Center (SCC) staffing model by March 2019.

**DSHS STRATEGIC PRIORITY: PROVIDE A PATHWAY OUT OF POVERTY AND BECOME HEALTHIER**

**Importance:** Whether people come to us for simple, short-term assistance or with more complex, long-term needs, we must be present to the whole person, offering the right benefits at the right time. Our participation in the Governor's Poverty Reduction Workgroup and our own efforts to work with families to understand the cycle of intergenerational poverty will give us the tools we need to help individuals and families achieve economic stability.

Based on this, DSHS has established the following strategic objectives to support how we will provide a pathway out of poverty and becoming healthier.

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**Objective: Seek external resources to expand capacity to evaluate poverty-related policies and intervention strategies.**

**Importance:** Achieving this objective is aligned with the Governor's initiative to reduce poverty, improve communities and make needed progress related to housing, health integration, employment and





education. The recently established Governor's Poverty Reduction Workgroup is co-led by the departments of Social and Health Services, Commerce and Employment Security.

**Success Measure:**

- Obtain public or private resources to fund new poverty-focused, cross-agency data integration efforts by June 2020.
- Complete in fiscal year 2021, funded poverty-focused policy analyses prioritized in collaboration with external agency partners to support initiatives to reduce poverty and/or mitigate the effects of poverty in Washington.

**Action Plan:**

- Identify staff responsible to seek and obtain public or private resources to support new poverty-focused, cross-agency data integration efforts.
  - With external public and private resources, enhance DSHS' integrated client data environment with new and/or expanded data sources to support poverty-focused policy analysis.
  - Collaborate with Economic Services Administration (ESA), other DSHS program partners and external agency partners to identify and conduct high-priority analyses to support initiatives to reduce poverty and/or mitigate the effects of poverty in Washington.
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**Objective: Consolidated Maintenance and Operations (CMO) will develop and execute an apprenticeship program for staff in the trades.**

**Importance:** To address a labor shortage that is the result of the number of facility and institutional maintenance staff who are approaching retirement age, as well as significant competition in the construction economy, CMO will develop an apprenticeship program to hire and train new staff. This program will prepare apprentices through on-the-job training and classroom education. This will help to ensure that DSHS maintains a qualified workforce of painters, carpenters, electricians, and plumbers. It also increases opportunities in the community for people to learn a trade and obtain a living wage job.

**Success Measure:** Develop and implement the CMO apprenticeship program by June 2019.

**Action Plan:**

- Identify staff who will be responsible for the planning, implementation and monitoring of the apprenticeship program.
  - Develop an apprenticeship committee to work through labor issues, develop standards and execute a fully supported apprenticeship program that is sustainable and monitored for performance and outcomes.
  - Define the characteristics and criteria for an apprenticeship program that will hire, train and educate painters, plumbers, electricians and carpenters.
  - Implement the program by enrolling 2 people to start, and increasing this number by two each fiscal year until CMO reaches a maximum of 10 apprentices.
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**Importance:** At DSHS, we strive every day to get even better at what we do, no matter how each of us contributes to our agency mission. If we are to continue transforming lives, an important piece of that is transforming ourselves. Our most important resource is our professional, caring, compassionate staff. We need to continue our efforts to be an employer of choice – recruiting and retaining individuals committed to a career in public service. We will keep a laser focus on equity, diversity and inclusion. Those values are foundational to every aspect of our work with clients and in our day-to-day interactions with each other. Data will be used to drive decisions that will ensure our work is effective, efficient and accurate.

Based on this, DSHS has established the following strategic objectives to support how we will increase organizational efficiency, performance and effectiveness.

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**Objective: Leased Facilities and Maintenance Operations will update and enforce agencywide leased space standards.**

**Importance:** Agencywide leased space standards support efficiencies of scale and cost-savings.

**Success Measure:** Complete agencywide leased space standards by September 2019.

**Action Plan:**

- Create agencywide leased space standards for review by program Facility Coordinators by December 2018.
  - Schedule and hold stakeholder review meetings by June 2019.
  - Gain executive leadership support by September 2019.
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**Objective: Research and Data Analysis (RDA) will protect sensitive client data.**

**Importance:** DSHS integrates sensitive, identified client data from multiple DSHS and partner agency data systems. Federal and state laws and agency policies mandate protection of this data.

**Success Measure:** Ensure there are no breaches of client confidentiality in the operation of any data system or application containing sensitive client data each year.

**Action Plan:**

- Follow policies and procedures that meet federal, state and agency data security and privacy requirements.
  - Prioritize and mitigate high-priority security gaps; timelines will be developed for addressing lower priority gaps.
  - Implement organizational changes in the handling of identified client data to use non-identified limited data sets for internal analyses not requiring access to direct client identifiers.
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**Objective: Budget requests will be increasingly informed by the use of analytics.**

**Importance:** Decisions grounded in well-researched, professionally analyzed data help the Office of Financial Management (OFM) and legislative staff make the highest value funding decisions on behalf of the state when creating operating and capital budget proposals.

**Success Measure:** 100 percent of DSHS decision packages will have analytic-supported data by October 2019.

**Action Plan:**

- Align the capital budget process with the operating budget process to capture efficiencies, increase communication and leverage talent across the organizations starting in June 2018.
  - Integrate the Behavioral Health Administration’s fiscal and analytical team with the Financial Services Division, Central Budget Office and Research and Data Analysis Division (RDA) to inform decision-making, increase communication and leverage talent across the organizations starting October 2018.
  - Develop a vetting or review process for agency decision packages by January 2019.
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**Objective: Equity, Diversity, and Inclusion (EDI) Increase efforts to build an equitable, diverse, and inclusive work environment. Using the Diversity Development Continuum from, FFAA will execute several initiatives in the 2019-21 biennium to increase and maintain a diverse workforce.**

**Importance:** FFAA and DSHS recognize that valuing diversity and inclusion directly supports Governor Inslee’s Results Washington goals for a prosperous economy and a state government that is efficient, effective and accountable. FFAA’s responsibility as a steward of government resources—including its people resources—requires it to develop programs that encourage and support a workforce that represents well the people that DSHS serves.

**Success Measure:** Complete a standardized onboarding program for new FFAA employees by June 2019.

**Action Plan:**

- Identify the staff who will be responsible to identify the needs of potential and new employees.
- Develop ideas and implement actions that will help new employees transition into their jobs and to engage with our agency and its mission.
- Implement an onboarding checklist that assures employees are connected and supported.

**Success Measure:** Develop an integrated FFAA talent acquisition program to increase diversity of applicants applying for jobs in the administration by June 2019.

**Action Plan:**

- Identify the staff who will be responsible to develop an approach to reach a more diverse applicant pool for open FFAA positions.
- Establish a base-line reflecting the current FFAA workforce from which to measure the impact of any actions taken.
- Draft a plan of action for outreach to and, follow through with potential employees.



- Draft a plan of action for developing a network of contacts where potential employees are likely to be found, such as job fairs, trade schools, colleges and universities and community organizations.

**Success Measure:** FFAA will ensure that 100% of identified key positions receive certification as Certified Diversity Professionals or Certified Diversity Executives by December 2019.

**Action Plan:**

Required staff will attend training and pass the certification process.

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**Objective:** FFAA will develop and successfully implement a time management system (System for Integrated Leave, Attendance, and Scheduling [SILAS]) at Western State Hospital (WSH) and Child Study and Treatment Center (CSTC). Following the implementation of SILAS at WSH, FFAA will replace Leave Tracker with SILAS across the department.

**Importance:** WSH and CSTC currently use a manual staff scheduling process that risks errors in time and leave reporting. It utilizes an outdated, time-intensive staff management process that is unable to support the complexity of the hospitals' staffing requirements which is critical to meet patient needs. An automated scheduling, time, and leave system will assist with staff scheduling and support the health and safety of patients and employees. It will provide the necessary mechanisms and data for scheduling and leave processing for approximately 2,600 staff.

SILAS will resolve the immediate critical needs at WSH/CSTC and the expansion plan will address similar issues across DSHS.

SILAS will have greater capabilities to track, manage, and report on labor costs as well.

**Success Measure:** Implementation of a System for Integrated Leave, Attendance, and Scheduling (SILAS) at WSH and CSTC by September 2020.

- By implementation date, 90% of all WSH/CSTC employees who submit time will be trained.
- A minimum of 90% of all WSH/CTSC employees that approve time and leave report that they are adequately informed during the implementation via the readiness surveys.
- A minimum of 95% of all WSH/CSTC schedulers report that they are adequately informed via the implementation readiness surveys.
- Employees are paid on time and accurately during and post implementation.
- Employee overtime is reduced by a minimum of 10% (FY18 overtime costs=\$18.7 million).
- Reduce monthly payroll errors by 10%.
- Decrease the number of petty cash checks issued by payroll by 10% (FY18 average is 5 per pay period).
- Reduce overpayments by 10% (FY18 average is 35 per pay period).
- Following each deployment, all new FMLA cases are created and managed using the new solution.
- Timekeeper entry of timesheet data is no longer required for at least 80% of employees (excluding specific remote staff). Currently, 2600 timesheets are keyed per pay period.
- Reduce the number of manual payroll processes by 10% (8 currently).



- Redirect average timekeeper hours spent by 10% to other value-added work (current average is 1,392 hours per month).

**Action Plan:**

- The planning phase of the project will be complete by February 2019.
- The design phase of the project will be complete by June 2019.

