



SERVICES AND ENTERPRISE SUPPORT ADMINISTRATION

# Strategic Plan 2019-2021

*January 2019*



## TABLE OF CONTENTS

EXECUTIVE SUMMARY.....	3
AGENCYWIDE PRIORITIES AND GOALS.....	4
SESA STRATEGIC OBJECTIVES .....	5
DSHS STRATEGIC PRIORITY: SUPPORT PEOPLE IN OUR CARE AND CUSTODY.....	5
SAFETY .....	5
DSHS STRATEGIC PRIORITY: SERVE PEOPLE IN THEIR HOME COMMUNITY.....	6
DSHS STRATEGIC PRIORITY: PROVIDE A PATHWAY OUT OF POVERTY AND BECOME HEALTHIER .....	7
DSHS STRATEGIC PRIORITY: INCREASE ORGANIZATIONAL EFFICIENCY, PERFORMANCE AND EFFECTIVENESS .....	8
CUSTOMER SERVICE .....	8
FISCAL .....	10
STAFF TIMELINESS .....	11
QUALITY IMPROVEMENT.....	12
EMPLOYEE ENGAGEMENT.....	13
INFORMATION TECHNOLOGY, EMERGENCY MANAGEMENT, RISK MANAGEMENT, and SAFETY.....	13
EQUITY, DIVERSITY AND INCLUSION .....	18

## EXECUTIVE SUMMARY



Cheryl Strange, Secretary  
Office of the Secretary



Don Clintsman, Chief of Staff  
Office of the Secretary

### Office of the Secretary Organizational Chart

The Department of Social and Health Services (DSHS) Office of the Secretary (OOS) transforms lives by helping those who serve succeed. The Office of the Secretary has the following offices:

- Combined Fund Drive
- Enterprise Risk Management Office
- Enterprise Technology Office
- Human Resources Division
- Internal Audit and Consultation
- Office of Communications
- Office of Equity, Diversity and Inclusion
- Office of Government and Community Relations
- Office of Indian Policy
- Office of Information Governance
- Office of Innovation and Strategy
- Office of Policy and Rules
- Technology Services Division

#### Office of the Secretary Mission, Vision, Values

##### Mission

To transform lives

##### Vision

People are healthy  
People are safe  
People are supported  
Taxpayer resources are  
guarded

##### Values

Honesty and Integrity  
Pursuit of Excellence  
Open Communication  
Diversity and Inclusion  
Commitment to Service



## AGENCYWIDE PRIORITIES AND GOALS

This Strategic 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:

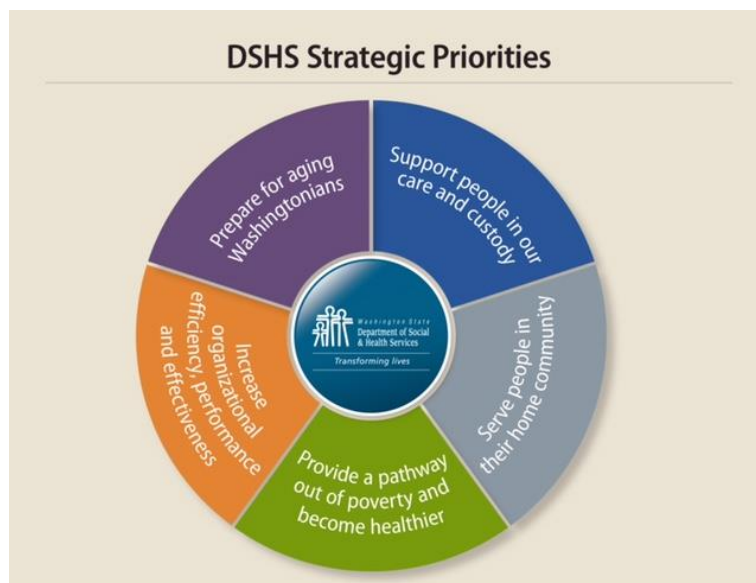
- Prepare for aging Washingtonians.
- Support people in our care and custody.
- Serve people in their home community.
- Provide a pathway out of poverty and become healthier.
- Increase organizational efficiency, performance and effectiveness.

Each strategic objective in this SESA 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.
- The Governor’s goal of Healthy and Safe Communities.
- The Governor’s goal of Efficient, Effective and Accountable Government.



## SESA STRATEGIC OBJECTIVES

Below are the details of the SESA strategic 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: SUPPORT PEOPLE IN OUR CARE AND CUSTODY

**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 residential facilities. Equally important is the safety of our employees who provide the care. Well-maintained facilities that have adequate space and staffing are an important element of the residents' care and comfort.

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

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#### SAFETY

##### Reduce workplace injuries.

**Importance:** The safety of our employees is necessary to meet our mission and to provide quality service to our clients. Employee injury costs include Worker's Compensation claims, assault benefits, training, overtime and backfilling while employees are on time loss. DSHS has paid in excess of \$50 million to in worker's compensation premiums to the Department of Labor & Industries as of 2018.

**Success Measure:** Reduce the rate of federal Occupational Safety and Health Administration recordable injuries by 10 percent, from 6.32 in 2017 to 5.69 by December 2019.

See [chart OEX.4: OSHA Recordable Injury Rate](#)

##### Action Plan:

- Partner with facility and office safety staff to ensure safety programs are in place and effective.
- Meet with leadership to garner support for a "tone at the top" approach.
- Request two additional Safety Officer 3 positions to enhance agencywide safety awareness through consultation, training and annual safety program assessments.

**Importance:** Assaults and client related injuries make up approximately 45 percent of DSHS staff injuries. The greatest number of these injuries occur at Western State Hospital. Managing to reduce these types of incidents relies heavily on communication, training and staff skill development. Shifting the culture of safety from a reactive approach to a preventive approach is key to an effective safety culture.



**Success Measure:** Reduce the number of assaults/client related injuries from 2.38 in 2017 to 2.14 by December 2019, a reduction of 10 percent.

See chart OEX.5: OSHA Recordable Assault Rate

**Action Plan:**

- Work with Western State hospital leadership to create a pilot project at the hospital that includes training in three key areas: situational awareness, team building, and leadership development.
- Deliver vicarious trauma training to identify key staff across the state who can be trained in the debriefing process.
- Investigate assaults that lead to Occupational Safety and Health Administration recordable injuries and provide feedback to the Violence Reduction Team.
- Provide assault data to the Violence Reduction Team.

**Importance:** Reducing the number and severity of injuries greatly reduces visible and unseen costs.

**Success Measure:** Reduce the days away, restricted (light duty) or transfer (change of position) by 10 percent, a reduction from 36 in 2017 to 4.82 by December 2019.

See chart OEX.6: Rate of injuries resulting in Days Away, Job Restrictions, or Job Transfer (OSHA DART Rate)

**Action Plan:**

- Identify causes and trends of injuries across the agency.
- Based on trends, create action plans to reduce the number and severity of workplace injuries with the highest incident rates throughout DSHS.

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**DSHS STRATEGIC PRIORITY: SERVE PEOPLE IN THEIR HOME COMMUNITY**

**Importance:** Studies show most people in rehabilitation and recovery do better when they live in their home communities. Our clients must be able to get the care and supports they need in the settings they need and want. The Governor’s Office, our agency and others are embarking on an ambitious Mental Health Transformation project to increase the availability of specialized supports in adult family homes and other facilities for individuals in recovery. We also are focused on developing more community living alternatives so people diagnosed with developmental disabilities so they can live, work and play closer to their families, friends and loved ones.

Based on this, DSHS/SESA has established the following strategic objectives to support how we will serve people in their home community.

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## **Build Department and partners' expertise in working with Tribes as they develop capacity around government-to-government relations, especially regarding social services provision and contracting.**

**Importance:** DSHS' approach to government-to-government collaboration with tribes and Recognized American Indian Organizations is recognized for its vision and leadership. Internally and with state departments, DSHS provides technical assistance and support to those seeking it. This has already taken place with the Department of Commerce and the former Department of Early Learning. Other noted work involves the recent expansion of the Indian Policy Advisory Committee meetings to include the Governor's Office of Indian Affairs and various departments of state government.

The need for technical assistance is further demonstrated by the transition of the Division of Behavioral Health and Recovery to the Health Care Authority and the Department of Health, which will be working to create identified capacity by June 2019. An interagency memorandum of agreement among the three departments details the support the Office of Indian Policy will provide by continuing to manage contract consolidation and assisting with planning among tribes and departments involved.

**Success Measure:** Advance our government-to-government model within DSHS, the Governor's Office of Indian Affairs and other agencies to assist them in building needed and identified capacity. We will support our partners to achieve these goals by June 2019.

**Action Plan:** Coordinate collaboration and communication between the Office of Indian Policy, tribes, agencies and others including:

- Maintain contracts and reporting activities.
- Collaborate with tribes and departments to assist with continued planning activities.
- Provide training to partners where needed.

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### 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/SESA has established the following strategic objectives to support how we will provide a pathway out of poverty and becoming healthier.

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## **Provide assistance to the Governor's Poverty Reduction workgroup.**

**Importance:** DSHS' approach to government-to-government collaboration with tribes and Recognized American Indian Organizations are recognized for knowledge of tribal governments and communities. The Poverty Reduction Workgroup is charged with developing a strategic plan to reduce poverty, improve communities and make needed progress related to housing, health integration, employment and education systems.



**Success Measure:** Increase tribal participation to 100 percent, involving all 29 tribes and seven Recognized American Indian Organizations in the plan development, by June 2019.

**Action Plan:** Assist with collaboration and communication activities between the Office of Indian Policy, tribes, agencies and others including:

- Connect Department and other partners to tribal leadership, professionals, and communities around efforts to gather information and involve tribes in the initiative.
- Facilitate meetings to involve tribes and communities as information-gathering efforts take place.
- Provide assistance to the workgroup and tribes as meetings are scheduled to share the vision of the Poverty Reduction Workgroup project and collaborate with tribes and tribal communities to gather information and feedback.
- Help implement the workgroup's plan once it is developed.

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## DSHS STRATEGIC PRIORITY: INCREASE ORGANIZATIONAL EFFICIENCY, PERFORMANCE AND EFFECTIVENESS

**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/SESA has established the following strategic objectives to support how we will increase organizational efficiency, performance and effectiveness.

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## CUSTOMER SERVICE

**Ensure customers can easily access the DSHS website and that it is user friendly.**

**Importance:** The DSHS website is the first place people go to find out information about our agency and our services. Our clients, employees, providers, members of the media and the public expect and deserve accurate, timely and easy-to-find materials. Readily available, well-organized and correct information will help accomplish all five of the Secretary's goals.

**Success Measure:**

- Ensure visitors to the DSHS website find current, accurate and easily navigable information 100 percent of the time by December 2019.
- Reduce the number of calls to constituent services looking for information on the website by 5 percent by December 2019.





**Action Plan:**

- Redesign website.
- Upgrade to supported software.
- Perform customer usability testing.
- Measure monthly, comparing pre-redesign to post-redesign data:
  - Number of “hits” on DSHS website and sub-sites.
  - Number of visits to physical offices.
  - Number of queries to webmaster and constituent relations from people noting website issues (broken links, incorrect information, etc).

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**Empower job applicants to understand criminal history issues while serving and protecting the vulnerable population.**

**Importance:** Governor’s Executive Order 16-05 directed agencies to remove barriers and provide support for individuals with criminal history to successfully re-enter the work force while maintaining public safety. Improving criminal history risk assessments, alongside assisting job applicants with correcting inaccuracies in their criminal background can lead to opening up opportunities. Accomplishing the agency mission of Transforming Lives, and supporting The Governors re-entry goals.

**Success Measure:** Accurate risk assessment will be reflected by a decrease in incorrect approval of applicants who present a risk and a 1 percent decrease in unwarranted disqualification of low-risk applicants by December 2021.

**Action Plan:**

- Refine procedures for applicants to explain unknown crimes or negative actions reported by any of the sources BCCU researches or to clarify or provide context to arrests or convictions; refine on-line Background Check Application Form to provide required information up-front.
- Maintain and update the frequently asked questions webpage for background check applicants, providing them with current information and improved tools for understanding their criminal history and resources for correcting problems or inaccuracies in their criminal history records.
- Inform and educate customers and stakeholders on state and federal criminal history laws and other available resources that can foster transforming lives.

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**Ensure administrations have up to date information regarding Constituent Services client feedback.**

**Importance:** Customer feedback is essential for all levels of DSHS (management to field staff). We need to ensure that staff understand the value of this feedback and see how it can help us create business opportunities.

**Success Measure:** Increase the percentage of employees who believe we use customer feedback to improve work process from 38 percent to 40 percent by December 2020.

**Action Plan:**

- Create a formal document to communicate to staff.
- Communicate with staff, meet with DSHS executive management and update leadership on client, staff and general public concerns about programs/services.



- Work with administrations to develop a communication plan to help staff know how DSHS uses customer feedback to make improvements.
- 

## **Implement use of electronic signatures for all DSHS contracts for professional and client services, as well as for interlocal agreements.**

**Importance:** In fiscal year 2018, DSHS entered into 30,577 new contracts and contract amendments. Staff time and processing costs associated with printed copy, “wet ink” signatures for such contracts and amendments are considerable at this volume.

Assuming most contracts and amendments are sent via regular U.S. mail (at least three times), that the average number of sheets of paper used per contract or amendment totals around 150 (with multiple copies being printed, sent to the contractor, signed by the contractor, sent back to DSHS, signed by DSHS, copied by DSHS, and then sent in final form back to the contractor), and assuming about an hour of staff time is associated with the shepherding, mailing and handling of such documents, the costs of printed copy signature processing mount quickly.

In 2015, the Legislature passed a law authorizing and encouraging use of electronic signatures in state government transactions. The law requires agencies establish the use of e-signatures by policy or rule and that such policies and use are consistent with the Office of the Chief Information Officer’s (OCIO) [Electronic Signatures Guidelines](#). DSHS Central Contracts and Legal Services has done the preliminary analysis required by the state’s OCIO guidelines to assess associated risks and benefits and explore e-signature options. The unit recommends implementation of e-signatures for DSHS and has requested internal IT development resources be assigned to create an e-signature module for the DSHS Agency Contracts Database. Central Contracts and Legal Services would draft and implement a corresponding policy governing use of e-signatures for contracts.

**Success Measure:** Full implementation of electronic signatures for DSHS professional services, client services and interlocal agreements, resulting in reduced staff time, paper usage, and postage associated with hard-copy processing of contracts for signature. Full implementation will occur by December 2021.

### **Action Plan:**

- Complete a white paper - *done*
  - Select approach
  - Identify process to implement
  - Executive management approval
  - Develop policy
  - Agency contracts database changes
  - Staff training
- 

## **FISCAL**

### **Identify overpayments made to clients and vendors.**

**Importance:** Early identification and involvement in fraud cases allows the state to reduce the amount of public resources being used fraudulently, holds individuals accountable, prevents future fraud activity, allows public dollars to be spent on benefits for those who need them and helps ensure public



willingness to support those who are most in need. Prosecuting fraud offenders not only holds them accountable, but deters others from fraudulent misuse of the system.

**Success Measure:** Increase the average dollar amount of identified overpayments per quarter from \$750,000 in fiscal year 2017 to \$900,000 in fiscal year 2019 as shown by data from the Fraud Case Management System.

See chart OAX.1: Overpayments issued based on Office of Fraud and Accountability investigations

**Action Plan:**

- Increase overpayment referrals from criminal investigators for non-prosecution cases.
  - Triage Fraud Early Detection to Intentional Overpayment Investigation referrals so overpayments can be written on cases that will not meet prosecution dollar thresholds.
- 

### **Refer all fraud cases meeting prosecution standards to the local prosecutor.**

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

**Success Measure:** Increase the number of cases referred to prosecution to 50 per quarter by end of fiscal year 2019 as shown by data from the Fraud Case Management System.

**Action Plan:**

- Streamline the Intentional Overpayment Investigations process to support workflow between overpayment and prosecution outcomes.
  - Prioritize criminal referrals starting with ones that are most likely to prevail at prosecution.
- 

## **STAFF TIMELINESS**

### **Increase efficiency and timeliness of background check services through continuous improvement.**

**Importance:** BCCU processes thousands of background checks daily. Many background checks have associated forms, phone calls, emails, legal documents and research BCCU must process in conjunction with the Background Check Authorization Form to ensure the most thorough and accurate results are reported. BCCU strives to apply continuous improvement principles and process improvement techniques to deliver the most effective and efficient customer service. It is also important that BCCU assist applicants in removing employment barriers that result from unclear or outdated criminal history information.

**Success Measure:**

- Decrease turnaround time for applicants submitting additional information (court documents and affidavits) from an average of three business days in June 2018 to two business days by June 2021.



- Decrease the average number of days it takes to process general name and date of birth background checks from an average of five business days in June 2018 to two business days by June 2021.

**Action Plan:**

- Increase hours that processing staff are available to answer technical questions regarding court documents and applicant affidavits to four hours per day to decrease incorrect/incomplete records submitted and voicemails from applicants.
  - Monitor monthly the average numbers of days it takes for BCCU to process general name and date of birth background checks and additional information (court documents and affidavits).
  - Hold stakeholder meetings with various programs to continually increase awareness of BCCU processes and identifying any impacts to both internal and external customers
  - Conduct internal and external customer outreach via surveys or other methods regarding the new online background check system to identify future enhancements to processes.
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## QUALITY IMPROVEMENT

### Continually improve DSHS organizational performance through strong management practices.

**Importance:** In September 2013, Governor Jay Inslee issued Executive Order 13-04 which stated, in part, that “Washington state and its public servants are committed to the continuous improvement of services, outcomes and performance of state government, to realize a safe, beautiful and healthy place to live and work.”

**Success Measure:** By November 2019, maintain or improve DSHS performance by 2 percent on select DSHS Employee Survey questions.

[See Chart OPCI 1.1: DSHS performance on employee survey questions](#)

**Action Plan:**

- Provide a framework and structure so that leaders demonstrate person-centered thinking within quality management systems by applying continuous improvements that align with the DSHS mission, vision, values, and priorities.
  - Develop a graphic to include in the strategic plan, posters and other communication media to help DSHS staff understand how their work aligns with the agency’s and Governor’s goals. Publish this graphic on the DSHS main internal communications SharePoint site, Inside DSHS, in the Office of Communications’ This Week on Inside DSHS and on all administrations’ internal SharePoint sites.
  - Based on the results of the 2017 employee engagement survey, SESA identified opportunities for collecting and using customer feedback to improve our work processes. Offices in SESA now have ongoing plans to collect and incorporate feedback from our customers for our continuous improvement efforts.
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## EMPLOYEE ENGAGEMENT

**Partner to provide expertise and resources for hiring, developing and retaining knowledgeable and engaged employees.**

*Decision Package: 110 – ML – KF – Rightsizing HR Services*

**Importance:** Employees are the most valuable asset of our agency. DSHS can't fully achieve our goals or deliver quality services to communities unless we have knowledgeable, engaged and dedicated employees.

### **Success Measure:**

- Improve agency access to Human Resources (HR) staff resources. A new HR model – Transform HR – will be operational within current budgeted resources by June 2019 and fully operational by June 2020 with additional employees.  
*See chart OH1.6: Implementation of new Human Resources (HR) model - Transform HR*
- Improve the HRD customer website to provide self-service options and resources by June 2021.
- Create and deliver Appointing Authority Academy by June 2021.
- Evaluate, improve and provide value-add New Employee Orientation for DSHS staff by June 2021.
- Create customer survey/feedback mechanism(s) for DSHS employees to use and evaluate HRD service delivery by June 2021.

### **Action Plan:**

- Fully implement Transform HR for increased efficiency, effectiveness and consistency to better align with DSHS' business needs.
- Expand strategic partnerships with administrations that allow for flexible service delivery to support changes in administrations and strengthen partnerships with customers across the agency.
- Implement hiring/selection/and screening practices for expedited hire times, improved candidate quality and to ensure our clients are safe and well-served.
- Create a culture of continuous learning by partnering with customers at all levels to provide quality learning experiences that prepare and cultivate skilled leaders for the agency.
- Leverage HR technology solutions to automate processes and access to information/data for organizational effectiveness and sound business decisions.
- Increase tools and resources for DSHS supervisors regarding recruiting, training, consulting, leave management, labor relations, compliance and risk mitigation by using collaborative methods and the HRD Supervisor Toolbox online.

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## INFORMATION TECHNOLOGY, EMERGENCY MANAGEMENT, RISK MANAGEMENT, and SAFETY

**Ensure the protection of confidential client information and enhance data security.**

*Decision Package: 150 – PL – GE – Enterprise Security Modernization*



**Importance:** DSHS manages many information technology systems that capture, store and provide access to data, including highly confidential and regulated information such as client and employee Social Security numbers and financial information, as well as medical and mental health information. DSHS must, by law, protect the confidentiality, integrity and availability of this data. Improving information security reduces risk to the agency and clients we serve, increases regulatory compliance, and supports the mission of transforming lives.

*The following success measures and associated actions are contingent on funding for staff and technical resources.*

**Success Measure:** Implement data recovery services that give DSHS/Enterprise Technology (ET) the ability to recover from catastrophic disaster or data corruption such as ransomware by June 2020.

See chart ET1.1: Percent storage capacity at Quincy Data Center

**Action Plan:**

- Increase storage capacity at Quincy Data Center to improve disaster recovery capability.
- Hire one Information Technology Specialist 5 for management of the CommVault backup solution.
- Configure all remaining critical IT systems to back up databases and files to the CommVault solution at the Quincy Data Center to improve disaster recovery capability.
- Develop and implement a testing plan to periodically ensure restoration of the data is functioning as intended.
- Close all applicable corrective action plans identified as being satisfied.

**Success Measure:** Implement an enterprise information systems tool and resources to detect malicious or harmful activity on systems that comply with regulations and secure systems more effectively by June 2020.

**Action Plan:**

- Purchase licenses and hardware for a Security Information and Event Management (SIEM) tool.
- Hire one IT Systems/App Specialist 6 to administer the SIEM tool.
- Hire three IT Specialist 5s to analyze, validate, respond to alerts and events generated by the Security Information and Event Management tool, and backup the administrator function.
- Close all corrective action plans identified as being satisfied through this implementation.

**Success Measure:** Implement an Information Technology (IT) asset management/inventory tool that will allow DSHS to delete unneeded software; ensure that only authorized software can run; and ensure all software is current, patched and licensed appropriately, to improve security, and comply with standards and contracts by June 2020.

**Action Plan:**

- Assess, select, and procure an IT asset management tool to improve licensing and budgeting, increase compliance, and reduce security risks. Hire two IT Specialist 5 analysts to administer the system and act on the information provided by the tool.
- Analyze agency software assets and validate license usage, identify insecure unauthorized software.
- Build and improve the DSHS IT Asset Management Program using appropriate industry best practices and tools.



- Publish a concise IT asset management process framework from requisition through retirement.

**Success Measure:** Develop a segmented DSHS network at six critical sites that will improve security, and comply with federal and other guidelines and standards by June 2020.

See chart ET1.2: Critical sites with installation of firewalls and Implementation of segmented DSHS work

**Action Plan:**

- Install firewalls and network monitoring taps. Use design and deployment services to architect the environment.
  - Implement segmentation based on design.
- 

**Ensure investments in modernization are aligned with agency business objectives.**

*Decision Packages: 150 – PL – GE – Enterprise Security Modernization, 150 – PL – GD – Network Modernization*

**Importance:** The rapidly changing technological environment and our desire to provide client services at the point and time of need in a secure manner require strong, foundational IT governance. IT governance provides the processes, policies, measurement methods and communication to help DSHS meet federal and state regulatory requirements, and align IT strategy with business objectives to ensure work efforts and investments deliver value.

Employing industry best practices through well-thought-out success measures will improve DSHS’ ability to ensure quality service delivery, control costs, and increase transparency. The following success measures will continue to improve critical aspects of IT governance.

**Success Measure:** Expand IT portfolio management capabilities in a phased approach to encompass the entire DSHS enterprise to increase investment awareness, provide investment decision perspectives, align with agency business objectives, and to aid in translating DSHS IT strategy into prioritized programs and projects by June 2021.

**Action Plan:**

- Define, identify, and consolidate IT portfolios throughout DSHS.
- Build and improve the DSHS IT Portfolio Management Program using industry best business practices and tools.
- Institute a portfolio dashboard to accurately track assets and services.

**Success Measure:** Improve the DSHS Enterprise Architecture Program to enable the agency to increase the pace of modernization and identify and communicate enterprise IT requirements aligned with business strategy by June 2019.

**Action Plan:**

- Complete the buildout of the DSHS current state architecture to visualize the administration’s lines of business, IT systems and the people who use them to assist in designing and building a future state.
- Develop agency information systems and technology flows and functionality to assist in defining the program of works required to develop and deploy the future state architecture.



- Build and foster an enterprise architecture community of practice that incorporates representatives from across the agency to improve collaboration, set realistic strategic goals and increase competencies.

**Success Measure:** Enable integration and improved interoperability between IT systems across DSHS by June 2020.

**Action Plan:**

- Analyze and better understand DSHS’ critical information technology systems and their connections to determine how to enable modernization, improve their usability, improve secure data integration and create reusable components.
- Analyze and better understand how data flows through key DSHS information systems to identify opportunities to gain efficiencies and improve how systems integrate with each other.
- Establish an information system integration modernization roadmap to lead DSHS to a future state integration framework which allows for real-time, interactive exchange of information in support of providing citizens who need services in a secure and timely manner.

**Proactively improve network services and protect confidential data to achieve network and infrastructure modernization.**

*Decision Package: 150 – PL – GD – Network Modernization*

**Importance:** The DSHS network and infrastructure provide access to confidential client, staff, and agency data. Modernizing the infrastructure will promote efficient and secure access to this data in support of DSHS clients, staff, and customers. This objective aligns multiple projects and allows actions to be prioritized in modules as staff and technical resources become available.

**Success Measure:** Improve capacity, performance and security posture of the DSHS infrastructure by aligning with information technology best practices in the data center and remote site locations by June 2021.

**Action Plan:**

- Procure a micro-segmentation tool.
- Develop and approve remote site and data center functionality and flows to include Internet Protocol Version six addressing for computers and networks and quality of service monitoring.
- Begin phased implementation of approved communication platforms at remote sites and the data center.
- Complete scheduled statewide network upgrades.

**Success Measure:** Modernize or replace statewide DSHS telephony platforms to use current, supported industry solutions, aligning with the statewide strategy to phase out 10 percent of legacy digital services by June 2020.

*See chart ET1.3: Legacy digital services modernized or replaced at DSHS sites*

**Action Plan:**

- Develop DSHS Voice over Internet Protocol (VoIP) and/or unified communications business strategy by June 2019.





- Establish DSHS standards in alignment with proposed state Office of the Chief Information Officer strategy requiring all new purchases to be VoIP and/or unified communications by June 2019.

**Success Measure:** Plan and implement network modernization in support of business continuity/ disaster recovery at all DSHS critical remote sites by June 2021.

**Action Plan:**

- Develop implementation strategy for data center redundancy.
- Build out the Quincy Data Center in phases to meet current and future DSHS disaster recovery requirements.
- Design and install redundant connectivity solutions at DSHS critical sites.
- Develop an agency technology roadmap of change initiatives that are required to achieve the future state.

**Improve the ability to recover critical IT applications during an emergency.**

*Decision Package: 110 – PL - KE - Cyber-Security & Modernization*

**Importance:** The vast majority of services provided by Services and Enterprise Support Administration (SESA) and the Facilities, Finance and Analytics Administration (FFA) depend on reliable IT applications. A well-planned, well-tested disaster recovery plan for IT applications ensures SESA and FFA can continue to operate consistently, even during an emergency. Extended down-time for these IT applications affects SESA/FFA operations and consequently affects direct service delivery functions provided by SESA/FFA.

**Success Measure:** Ensure that all disaster recovery plans for Technology Services Division (TSD) supported applications are up-to-date and tested by June 2019.

*See chart TSD1.3: Percent of completed disaster recovery plans for IT critical applications*

**Action Plan:**

- Complete SESA/FFA business operational impact analysis.
- Complete disaster recovery plans for all TSD-supported applications
- Conduct testing of all disaster recovery plans for all TSD-supported applications.

**Identify and prioritize contingency needs to address the continuity of all mission-essential functions.**

**Importance:** DSHS must be prepared for an incident that necessitates the evacuation of any business office or residential program when transportation, relocation and staffing of mission-essential services is necessary. This is an especially challenging and high-risk undertaking for DSHS’ residential programs.

Federal funding requirements and state law stipulate development and maintenance of continuity plans, and training and exercises. When it is not in full compliance with these requirements, the department risks harm to clients and employees during emergencies, loss of federal funds, tort claims and lawsuits for failing to adequately plan for disruptions caused by emergencies.



- **Success Measure:** Increase the percentage of administrations and residential programs with complete and sufficient continuity plans approved by the responsible Assistant Secretaries or Superintendents or CEOs, and submitted to DSHS Emergency Management Services to 100 percent by June 2019.

See chart EMS1.1: Percent of completed administration and residential program continuity plans submitted to Emergency Management Services

## EQUITY, DIVERSITY AND INCLUSION

### Support and promote equity, diversity and inclusion (EDI) in the workplace by increasing EDI competency.

**Importance:** Equity, diversity and inclusion are foundational and must be present in every aspect of our work at the Department of Social and Health Services. DSHS employees, whether working with clients or each other, must be constantly developing and practicing these core principles. This is the path forward for strengthening our effectiveness in helping those we serve and being in relationship with each other. A workplace environment of mutual respect and equal opportunity will lead to improved customer outcomes and a thriving organization.

**Success Measure:** Ensure each administration fully integrates and uses fundamentals mapping to track progress on agencywide EDI initiatives by June 2019. These initiatives are:

- A fully operational Equity, Diversity and Inclusion Council and fully developed EDI Communities of Practice focused on professional development and capacity-building.
- Training and consultation for DSHS staff and external partners.
- Use of diverse businesses in purchasing and contracting.
- Examining rules, compliance and reporting processes through an EDI lens.
- Framing the DSHS organizational culture through an EDI lens.
- Integrating EDI into policies, practices, legislation and budget.
- Compliance with ADA, language and information technology access standards.

#### Action Plan:

- Provide fundamentals map training in each administration.
- Identify measures to be used to track progress toward meeting DSHS' key EDI goals in each administration. These goals are:
  - Be an EDI leader in workforce planning.
  - Be an inclusive workplace.
  - Promote business diversity/supplier participation.
  - Provide equitable access to services.
  - Champion EDI best practices.
  - Frame organizational culture through an EDI lens.
- Compile and submit data quarterly and annually for each administration to use in reporting progress on their EDI initiatives.
- Administrations will provide quarterly and annual reports to the DSHS Office of Diversity and Inclusion to determine which measures are being met and issues that need to be resolved.



**Success Measure:** Use the Employee Diversity and Inclusion (EDI) Index<sup>1</sup> to create a baseline of employee attitudes and behaviors regarding EDI by December 2019.

**Action Plan:**

- Create and publish EDI Index baseline for DSHS.
- Use the index to identify trends and measure progress against the baseline.

**Success Measure:** Improve workplace and client service delivery by increasing certified diversity professionals and executives in identified roles by June 2019.

**Action Plan:**

- Identify essential positions that require certification.
- Implement training for individuals to attain certification.
- Further develop expectation for continuing education for those who achieve certification

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## **Advance equity, diversity and inclusion in our communities by increasing business opportunities for diverse suppliers and contractors.**

**Success Measure:** Standardize how DSHS collects, formats and reports supplier diversity data in accordance with the Governor's Subcabinet on Business Diversity recommendations.

**Action Plan:**

- Collect data from the Office of Minority and Women's Business Enterprises (OMWBE) on DSHS vendor contracts.
- Identify and consolidate DSHS supplier diversity data from multiple sources.

**Success Measure:** Increase expenditures<sup>i</sup> with:

- Minority-owned (not including minority women) businesses from 2.61 percent (2018) to 4.75 percent by 2021.
- Minority women-owned businesses from 1.46 percent (2018) to 3.25 percent by 2021
- Women-owned (not including minority women) businesses from 1.65 percent (2018) to 3.5 percent by 2021.
- Veteran-owned businesses from 2.6 percent (2018) to 5 percent by 2021.

**Action Plan:**

- Increase outreach to diverse businesses.
- Increase diverse business OMWBE/veteran certifications and Washington's Electronic Business Solution (WEBS) registrations.
- Collect feedback from businesses to address obstacles to doing business with DSHS.
- Develop methods for forecasting expenditures with diverse businesses and contractors.
- Provide administration-specific and department-wide reports on progress in meeting goals for contracting/spending with diverse businesses.

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<sup>i</sup>Only categories of spending that are included in OMWBE diversity participation reports will be included.

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<sup>1</sup> The EDI Index is a set of questions in the Employee Engagement Survey that reflect individual experiences related to diversity and inclusion.

