



ANNUAL REPORT

Calendar Year 2022

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Purpose of the Report

Each year Results Washington provides an annual report outlining the progress of our agency to provide an enterprise-level perspective of performance management that helps agencies stay aligned with the Governor's priorities and helps break down historic silos and barriers to improve services to Washingtonians. Additional efforts include leading Governor Inslee's Public Performance Reviews, Performance Audits, the annual Lean Conference, and the monthly Continuous Improvement Community of Practice.

Message from the Director

Thank you for your interest in Results Washington’s 2022 annual report. Over the last year, we partnered with state agencies to embed Lean practices and continuous improvement methodologies/tools to increase their efficiency and effectiveness to the public. Results Washington led cross-agency projects that brought staff, and diverse communities, and voices, to the table to better serve our customers. Governor Inslee’s Public Performance Reviews bring data disaggregation and leverage customers’ voices to remedy barriers and inequities in state services. In addition, we foster the performance audit process between executive branch agencies and the State Auditor’s Office. Finally, my team produces and hosts the annual Washington State Government Lean Transformation Conference – an event which provides state employees with Lean and continuous improvement methodologies/tools to improve processes for their customers.

Exciting work is in progress to develop a comprehensive performance management platform by leveraging the existing Results Through Performance Management (RPM) system. Between this system, and our newly created consultative services, we are adding two new workstreams in which I look forward to sharing more about in our quarterly reports.



Mandeep Kaundal, Director

Results Washington: Background and Looking Ahead

Results Washington, founded in 2013 within the Office of the Governor, integrates performance management, continuous improvement, and cross-agency collaboration to achieve key goals and improve government effectiveness.

Gov. Jay Inslee issued [Executive Order 13-04](#) in September 2013, 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. In order to achieve these aims, "Results Washington," an innovative, data-driven, performance management initiative will drive the operations of state government through Lean thinking. This initiative will aid state leaders in fact-based decision making, enhancing the breadth of understanding, focus and commitment to our customers — all Washingtonians.

The order laid out a framework for citizen and employee engagement, cross-agency collaboration, reporting and sharing of results with the public.

Results Washington is organized around achieving five key goals:

1. **World-class education:** Preparing every Washingtonian for a healthy and productive life, including success in a job or career, in the community and as a lifelong learner.
2. **Prosperous economy:** Fostering an innovative economy where businesses, workers and communities thrive in every corner of our state.
3. **Sustainable energy and a clean environment:** Building a legacy of resource stewardship for the next generation of Washingtonians.
4. **Healthy and safe communities:** Fostering the health of Washingtonians from a healthy start to a safe and supported future.
5. **Efficient, effective, and accountable government:** Fostering a Lean culture that drives accountability and results for the people of Washington.

Over the last year, we have experienced exciting changes at Results Washington. Under the leadership of Director Mandeep Kaundal, we have several new senior performance advisors,

whose unique talents align well with our focus on performance management of Governor Inslee's Five Goal areas.

Measuring Progress

Public Performance Reviews

Through Results Washington, Governor Inslee convened select cabinet members, related to the goal areas, to discuss what's working, and areas for improvement. The meetings were open to the public and streamed live over the internet via TVW. The agendas, data, presentations, and video recordings of the PPRs below are available on Results Washington's [website](#). The topics discussed and reported on include:

- Report outs for Project 4.1: Reducing Homelessness and Project 2.1: Economic Recovery – Equity Lens

June 22, 2022

Video Link: <https://twv.org/video/governors-results-washington-initiative-2022061161/>

- Report outs for Project 2.2: Digital Equity and Project 4.2 Behavioral Health – Peer Bridger

July 27, 2022

Video Link: <https://twv.org/video/governors-results-washington-initiative-2022071124/>

- Report outs for Project 1.1: Early Learning and Project 1.2: Career Connect

November 30, 2022

Video Link: <https://www.twv.org/watch/?clientID=9375922947&eventID=2022111247>

- Climate focus and report out for Project 3.1: Combating Climate Change

December 7, 2022

Video Link: <https://www.twv.org/watch/?clientID=9375922947&eventID=2022121171>

Cross-Agency Collaborations

Results Washington oversaw the continued development of seven cross-agency project collaborations within four of the governor's five Goal Areas in 2022. To read about each project in further detail, click the hyperlink below for a one-pager.

[Project 1.1: Early Learning](#)

Increasing pathways to support a diverse and qualified early care and education workforce

The purpose of this project is to increase the variety of pathways, including community-based training (CBT) and other equivalents, to support a diverse and qualified early care and education workforce. This project will support current childcare staff, expand capacity in the industry, and support Washington families.

[Project 1.2: Career Connect](#)

Coordinate culturally sensitive, learner-centered outreach and support

This project aims to increase equity in recruitment for career connect services and partnering for with wrap around services. The purpose of this project is to coordinate culturally sensitive, learner-centered outreach to potential participants and provide support for existing participants who are facing barriers in Career Connect Washington (CCW) program completion (e.g. transportation, childcare, mentoring, equipment procurement, and other support services).

[Project 2.1: Economic](#)

Create and vet a process and framework that state agencies can use in decision making that

The purpose of this project is to work with communities to create and vet a process and framework that state

Recovery –
Equity Lens

includes and elevates the voices of people or communities historically excluded from recoveries and economic well-being

agencies can use in decision making. This process and framework will provide a systematic approach to include and elevate the voices of people/communities historically excluded from recoveries and economic well-being.

Project 2.2:
Digital Equity

Connecting to the Social Safety Net through digital inclusion

This project will work to ensure that Washingtonians have equitable access to information about Washington state government services by developing agency standards for digital equity and digital inclusion. This includes developing best practice guidelines by 2022 for state government websites and online forms to be compatible with mobile devices.

Project 3.1:
Combating
Climate
Change

Reducing Washington state agency greenhouse gas emissions as established in RCW 70A.45.050

In partnership with the State Efficiency and Environmental Performance Office (SEEP), the purpose of this project is to integrate enterprise-level and agency business processes and operations to align with emissions reduction goals (examples: facilities management, planning and oversight, budget, fleet management, leasing). This project is solely focused on reducing state agency GHG emissions.

Project 4.1:
Reducing
Homelessness

Develop, implement, and pilot a dynamic, real-time discharge planner's toolkit

This project will develop, implement, and pilot an adaptable, dynamic, real-time discharge planner's toolkit. The toolkit will be used to facilitate coordination between discharge planners in Behavioral Health crisis stabilization organizations, substance use treatment facilities, and the networks of housing and service providers operating in Washington to assist people experiencing or at risk of homelessness.

Project 4.2:
Behavioral
Health – Peer
Bridger

Peer powered transition and reentry support

This project will update the behavioral health system, advance racial equity, and expand career pathways by elevating the voices of people with lived expertise and amplifying the Certified Peer Counselor (CPC) role in the Juvenile Justice System. The project will leverage the Operationalizing Peer Bridger Toolkit currently being developed, adapted, and tested in the adult behavioral health system by the Health Care Authority (HCA). This "toolkit" provides training and resources to equip agencies and providers to effectively incorporate or partner with CPCs.

Performance Audits

Results Washington fosters the performance audit process between executive branch agencies and the State Auditor's Office. It also provides support to the Joint Legislative Audit and Review Committee upon request. Results Washington champions performance management and continuous improvement principles and provides leadership and coordination for responses and action plans between the audited agencies, the Governor's Office and the Office of Financial Management or Office of the Chief Information Officer so that they are aligned with the Governor's policies and achieve the best possible outcomes for Washingtonians. Agencies' performance audit [actions plans are tracked on its' website](#) to completion.

Continuous Improvement

Launching the New CI CoP

In November '22, Results Washington established the statewide Continuous Improvement Community of Practice (CI CoP) in alignment with Governor Inslee's [Executive Order 13-04](#). This community serves as a platform for continuous improvement practitioners to:

- Share knowledge, experience, and expertise as it relates to multiple continuous improvement and project management methodologies
- Obtain continuous improvement strategies, insights and resources via teachings, group activities and networking
- Receive support on any CI efforts their organization or agency is or may be implementing
- Continue fostering a CI culture throughout the state that helps us reduce and eliminate waste while increasing the quality of a program or process and its product

The Community meets every third Tuesday of the month from 10:30 a.m. – 12:00 p.m., the meetings are optional for state employees and open to all who would like to attend. Survey respondents rate the content at 96% applicable and helpful to their work.

To view past recordings and view the schedule, [visit](#) our CI CoP page.

The Washington State Government Lean Transformation Conference

The 2022 conference theme was, *Results Happen Together*. Governor Jay Inslee kicked off the conference by providing stories on process improvement from agency partners such as the Department of Health, Department of Enterprise Services, Department of Revenue, Department of Licensing, and Office of Administrative Hearings.

Results Washington welcomed more than 4,300 attendees including participants from state agencies, local government, higher education, non-profit organizations, and the private sector. The purpose of the conference is to provide state employees exposure to new learning techniques that then inspire improvement efforts. Such efforts then support a culture of continuous improvement in state government.

The two-week virtual agenda included a variety of topics such as: continuous improvement, Lean, change management, and Lean leadership strategies in hybrid/remote work environment with speakers representing state government, local government, industry, non-profits, and professional consultancies.

We surveyed attendees and asked them to rate their overall experience and to provide specific session feedback. Results Washington uses the feedback in our own continuous improvement processes. Below is a sampling of what participants had to say:

“Learning skills that I could easily apply to my everyday job, or to ways to share ideas with leadership about improvements.”

“The ability to expand my understanding and knowledge of continuous improvement principles. Also, very knowledgeable presenters!”

“All the session I participated in was very on point and valuable to both my personal and professional life.”

“I came away with new knowledge and skills to practice, so am happy that the conference provided me with learning and potential growth.”

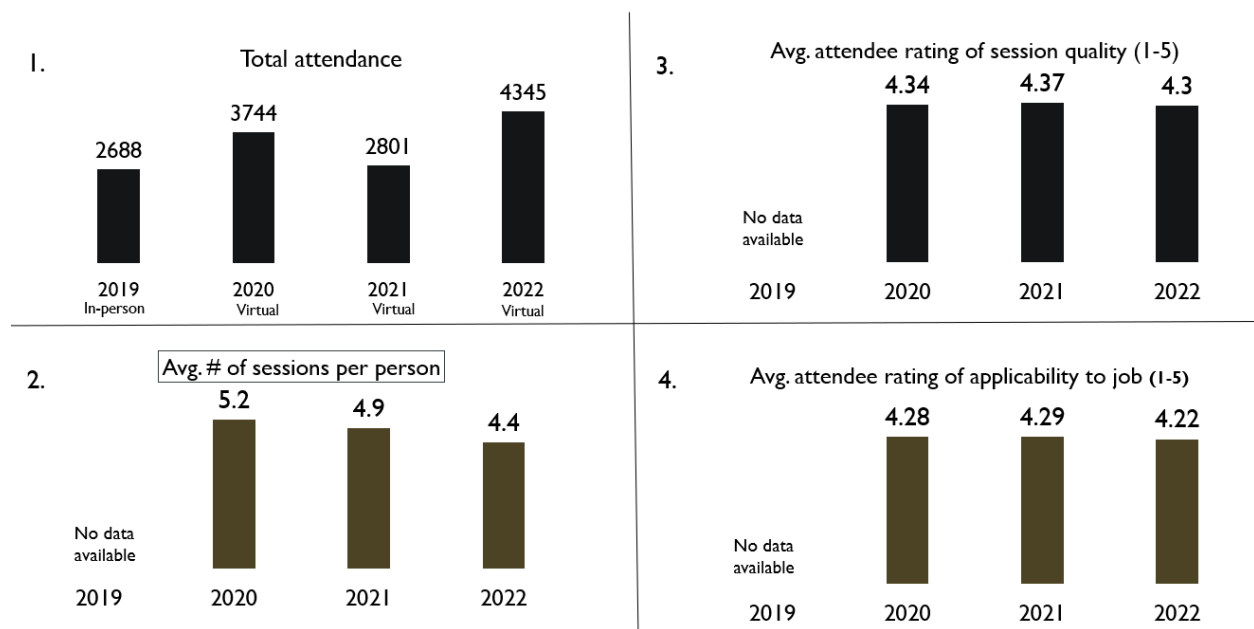
Total number of registrations – a multiple year comparison

Conference Attendance Overview – Multiple Year Comparison

	2019	2020	2021	2022
Average Number of Sessions Per Person	*	5.2	4.9	4.4 ↓
Total # of Registrations	*	31,379	23,530	32,536 ↑
Total Attendance for all Sessions	*	19,718	13,782	19,314 ↑
Average Attendance Per session	*	857	574.25	735.29 ↑
Average Time in Session	*	48	46	47 ↑
Average No Show Rate	29%	38%	42%	40.5% ↓
Average Attendee Rating of Session Quality (1-5)	*	4.34	4.37	4.30 ↓
Average Attendee Rating of Applicability to Job (1-5)	*	4.28	4.29	4.22 ↓
Total Attendees	2,688	3,774	2,801	4,345 ↑

*2019 data based on in-person attendance

Lean Conference Attendance Overview – Multi Year Comparison



The greatest increase in attendance by Washington state government

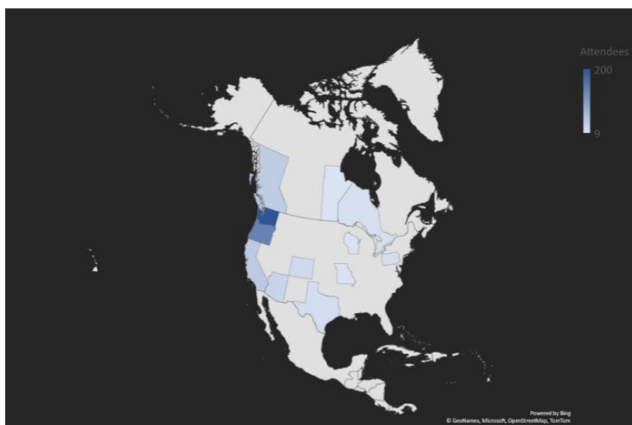
The greatest increase in 2022 was among state employees, followed by local government. Federal, tribal and private attendance decreased.

Organization	2019	2020	2021	2022
Federal Government	160	60	76	43
Higher Education	112	181	102	156
Local Government	363	615	459	535
Non-Profit	131	114	100	54
Private Sector	133	118	147	98
State Government	1,779	2,613	1,886	3,543
Tribal Government	10	3	21	2
Totals	2,688	3,774	2,801	4,345

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Attendance outside Washington spanned across North America

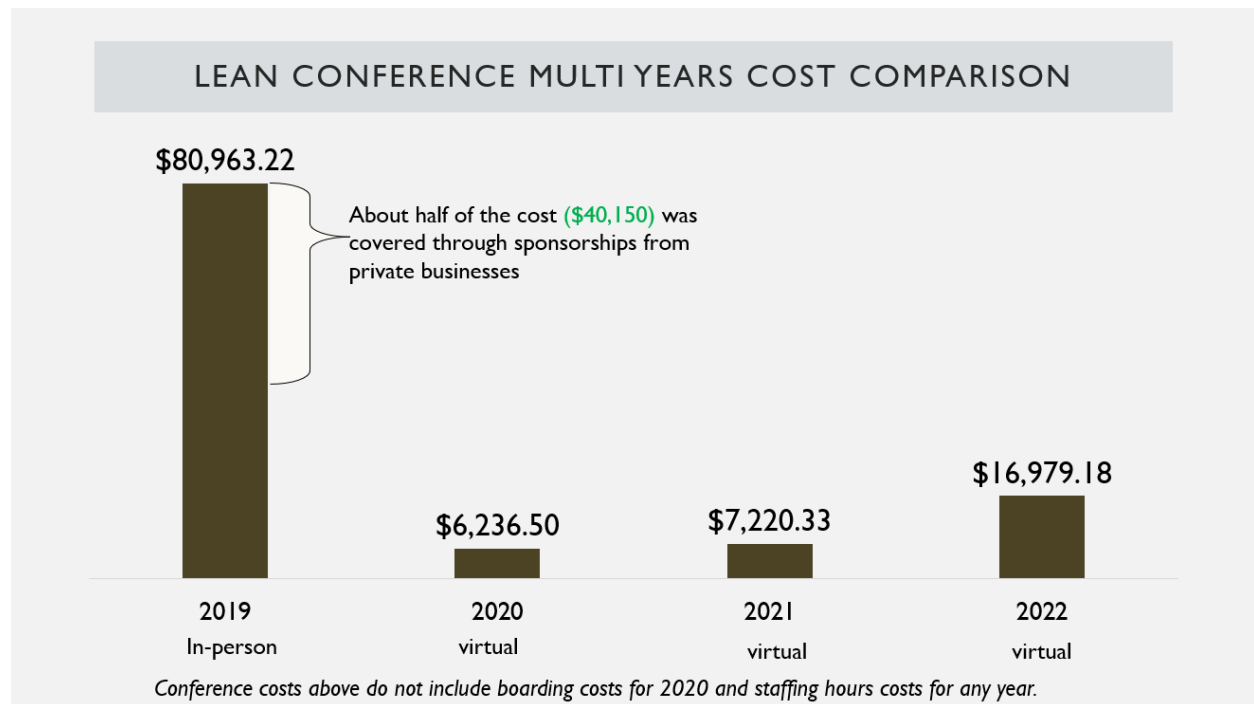
414 attendees were from outside Washington



State/Province	Attendees
Washington	3,936
Oregon	138
California	43
British Columbia	40
Arizona	29
Colorado	21
Pennsylvania	17
Texas	17
Ontario	15
Wisconsin	11
Manitoba	9
Missouri	9
Alaska	8
Virginia	8
Nebraska	7
New York	7
Vermont	7
Idaho	5

Attendees represented **27** U.S. states and **5** Canadian provinces




Our virtual conference multi-year cost comparison – in-person and virtual format



Agency Success Stories

Results Washington has the unique opportunity to highlight innovation by acknowledging and publishing agency success stories. Executive and small cabinet agencies are proactively demonstrating and implementing change to provide measurable results with the goal to increase knowledge and skills of Lean and continuous improvement across the enterprise. These tangible examples feature state government employees using Lean thinking that directly impacts and improves how Washington state government delivers its services to Washingtonians.

Below are just a few examples from Washington state agencies showing measurable change. To view more examples from other cabinet agencies, visit this [page](#).

 <p>Department of Labor and Industries</p>	<p>L&I's print management program successfully implemented a new strategy, reducing the need for 475 printers and saving more than \$300,000 in the first biennium. The program achieved this savings through staff education and analysis of processes within programs that required printed copies. Staff were able to rewrite processes and implement process improvements that gained efficiencies and reduced unnecessary printing of documents.</p>
 <p>Department of Enterprise Services</p>	<p>The Procurement Inclusion and Equity program at the Department of Enterprise Services is responsible for removing barriers for Washington small, minority-, women- and veteran-owned businesses to do business with state, local and tribal governments, and nonprofits. In 2021, the team did significant work to improve equity in statewide contracts used by all agencies. In a pilot project, their efforts resulted in 74% (25/34) of the vendors awarded a business or professional services statewide contract being small, diverse, or veteran-owned. That's just one example that comes from the team implementing 11 of 12 recommendations from the 2019 Washington State Disparity Study.</p>
 <p>Office of Administrative Hearings</p>	<p>The Office of Administrative Hearings is handling an unprecedented number of unemployment insurance appeals because of the pandemic. Old scheduling processes were not able to handle the overwhelming volume, so the Office of Administrative Hearings accumulated a backlog of about 35,000 cases waiting for initial input and setup, (input and setup are the first steps in the case and do not include scheduling or holding the hearings).</p> <p>The project team used Lean methodologies involving those who were doing the work and created tools to increase their ability to manage those cases. They failed forward but did not stop until they had a solution. The new process eliminates errors and saves significant time: 4-6 minutes per case, which amounts to about 2,916 hours for those 35,000 cases. Within 45 days, the team reduced the backlog of cases waiting for the initial input and setup to zero.</p>



Department of
Commerce

In May of 2022, the Office of Homeless Youth within the Department of Commerce hosted a three-day convening for 40 young adult leaders to review and evaluate dozens of applications for funding. **These young people took a lead role in reviewing over \$15 million in funding requests** to the Office of Homeless Youth. They analyzed proposals through the lens of their own personal experience struggling with housing instability and accessing services and programs for support. The expertise of lived experts is necessary to develop effective solutions to youth and young adult homelessness.



Department of
Ecology

Ecology was using outdated, paper forms to collect asset information and physical inventory every two years. There were too many forms in the process, they were not being completed properly, and this made it difficult to perform their physical inventory. **By making the forms electronic, automating parts of the process, and only collecting necessary information**, the completion rate of asset tracking forms is now 100%. **This is a 93% improvement.** This has been particularly helpful in their hybrid work environment because assets are now used in our buildings and in telework locations across the state.