

# Results Washington



## Annual Progress Report 2018



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# Executive summary

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

## Performance management

Results Washington and its dozens of state agency partners are driving measurable improvements in five overarching goal areas:

- World-class education
- A prosperous economy
- Sustainable energy and a clean environment
- Healthy and safe communities
- Efficient, effective and accountable government

Under those broad goal categories, Results Washington tracked 190 specific objectives and convened multi-agency teams to work collaboratively on data-driven improvement strategies. During 2018, our focus shifted from tracking 192 assorted measures to 20 intermediate outcome measures that reflect a nexus of the Governor's and state agencies' priorities. The outcomes reflect critical transition points throughout Washingtonians' lives – from birth to death – as well as critical issues that face all Washingtonians, such as the state's resilience to natural disasters and other emergencies.

Examples of the outcomes and their current status are included in this report. For the complete list, see Results Washington's website at [www.results.wa.gov](http://www.results.wa.gov).

## Continuous improvement

Results Washington also fosters continuous improvement efforts, including Lean problem-solving, throughout state government. The use of Lean principles and tools has spurred thousands of improvement efforts at individual state agencies. These efforts have led to improved quality, improved outcomes for customers and clients, better timeliness, cost avoidance, increased employee engagement, improved safety and increased ability by agencies to manage growing workloads and demands for services.

From 2013 to 2018 agencies reported that their employees took part in over 6,500 Lean improvement projects. Additionally:

- More than 39,000 Washington state employees have had Lean knowledge and skills training. Of those, more than 5,000 had more in depth problem-solving training, which was introduced in 2015.
- More than 1,400 employees have been trained as Lean facilitators prepared to lead project work.
- More than 12,000 state employees have participated in a Lean improvement project.

Specific examples of recent improvement efforts are listed in Appendix A.

On-going efforts to improve government services and effectiveness has made Washington state government a nationally-recognized leader in both performance management and the use of Lean principles in the public sector, with multiple other jurisdictions across the U.S. developing performance systems inspired by Results Washington.

# Results Washington

Results Washington, founded in 2013 within the Office of the Governor, is Washington state's performance system that 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.

## Results Washington evolves performance management structure

Since 2013, each goal area in Results Washington operated within a “goal council” structure typically comprised of 12–15 state agency directors. Progress within those five goal areas was reflected in more than 190 objectives. From 2014 to 2017, the five goal councils met monthly to review progress, share data, refine strategies and collaborate on action items. Additionally, Governor Inslee held “results reviews” about 10 times a year with individual goal councils to discuss what’s working, what’s not and how to improve results.

In 2018, based on input from agencies and other stakeholders, the performance management structure evolved to better facilitate problem solving, focus on state priorities, become more human-centered and leverage the Governor’s existing governance structure.

The changes include:

- Moving from managing 190 performance measures to 20 key outcomes measures and their key evidence-based drivers that are more aligned to the state’s strategic priorities.
- Redesigning the Governor’s Results Reviews to better facilitate problem-solving and more meaningfully include Washingtonians.
- Changing the governance structure from five goal councils to developing a continuous feedback loop that includes Results Reviews with the Governor as well as engagement with state government deputy directors, the Governor’s cabinet, agency performance managers, and Lean advisors.
- Creating cross-agency “results teams” that collaboratively problem-solve to help advance progress on key outcomes.
- Developing deeper capabilities and further integrating both analytics and continuous improvement throughout the performance management system.

## Performance management: Examples of measure progress

In 2018, Results Washington developed new performance dashboards to track the state’s progress on the 20 key outcomes. Fourteen were developed and published in 2018 and are available at [www.results.wa.gov](http://www.results.wa.gov). The remaining six outcome measures dashboards are under development and will be published throughout 2019.

Examples of performance status and results from across state government include:

## EDUCATION



The number of community and technical college graduates in STEM fields has increased 55% since 2012.



The number of certificates, credentials, degrees and apprenticeships awarded has nearly doubled since 2008 – from approximately 57,000 to over 96,000.



The percent of children assessed as ready for kindergarten increased by 10% from 37% in 2012 to 47% in 2017.

## ECONOMY



In 2017, Washington state met and surpassed its WorkSource placement 2020 target of 69.5%



Post-release employment among people leaving incarceration increased by 10% from 26% in 2010 to 36.5% in 2016.



The percent of Washingtonians living below 200% of the federal poverty level decreased from 30% in 2010 to 25.6% in 2017.

## ENVIRONMENT



In 2017, the state met the 2020 target of 35% of recovering state-listed species.



Over 300 old schools buses throughout the state are being replaced with clean energy buses, and the state Department of Transportation has begun the process of transitioning to a zero-carbon-emission ferry fleet.



Washington state is on track to meet the Governor's goal to get 50,000 Electric Vehicles (EVs) on the road by 2020. Washington state ranks third in the nation for EVs per capita.

## HEALTH AND SAFETY



The number of state-funded home visiting services increased by 32% from 2012 to 2016.



The number of high-quality child care providers increased 520% from December 2013 to July 2018.



The percent of uninsured Washingtonians decreased from 14% in 2010 to 5.5% in 2017.

## EFFECTIVE GOVERNMENT



Approximately 60% of state agencies have met or are exceeding their 2020 carbon emissions goals.



In 2018, 87% of state employees who responded to the annual employee engagement survey feel that their supervisor treats them with dignity and respect.



In 2018, Results Washington held the state's first agency design challenge, applying human-centered design to bring customers and employees together to reduce pain points and remove barriers in state services.



## Performance Management: Results Reviews

Through Results Washington, Governor Inslee convenes his cabinet to discuss what's working, what's not and how to improve results. The meetings are open to the public and streamed live over the internet via TVW. The agendas, data, presentations and video recordings are available on [Results Washington's website](#). Examples of some of the 2018 Results Reviews include:

### Reentry

August 1, 2018

Governor Inslee signed *Executive Order 16-05: Building Safe and Strong Communities through Successful Reentry*, in April 2016. The EO strives to prepare individuals for release from prison by developing a web of supports across state agencies in the five essential domains for supporting an individual to successfully reenter society. The discussion focused on the experiences of three people who were formerly incarcerated and the supports and barriers they experienced.



### Outdoor Recreation & Public Lands

September 26, 2018

Outdoor recreation and public land stewardship is a key component to ecosystem health. This review focused on the state's efforts to increase equity within outdoor recreation through grants to local partners who provide opportunities for marginalized youth to participate in outdoor recreation and also for local communities to build new outdoor recreation amenities, such as the Bacon and Egg skate park in the Town of Wilkeson.



### Accessible & Affordable Child Care

October 24, 2018

Demands for quality child care are not being met under current state subsidy structures including eligibility criteria for families, and quality regulations requirements for providers. The current system does not maximize preparation for school, with only about 48% of young children arriving at public school ready for kindergarten. This

review focused on how the state can remove barriers for parents seeking affordable, quality child care.



Design Challenge  
November 28, 2018

Three state agencies participated in the inaugural Results Washington design challenge to address a pain point or opportunity related to a customer-facing communication. Through this process, agencies gleaned insights far beyond the improvement of their communication.



## Results Teams

A new focus for 2018 included scoping and piloting eight cross-agency “Results Teams.” These teams are multi-stakeholder problem-solving collaborations focused on several state priorities and facilitated by Results Washington team members.

Results Washington partnered with and supported state agencies to advance progress on several of the state’s goals:

- Provide internet access inside state correctional facilities to enable incarcerated individuals with the ability to search for jobs, housing and apply for benefits and services.
- Improve inter-agency communications and coordination on opioids and develop a statewide opioid dashboard.
- Create a statewide glossary of Diversity, Equity and Inclusion terms and meaning.
- Develop the Career-Connect Washington initiative.

- Build a new action plan for the state/local Shellfish Coordinating Group.
- Partner with the University of Washington and the Emergency Management Division of the Washington Military Department to apply behavioral insights to help vulnerable people become two-weeks ready for a natural disaster or other emergency.
- Develop a cloud-based data cataloging tool to help state employees understand what data we have in state government and how to access it.

## Continuous improvement: Building a Lean culture

Results Washington fosters continuous improvement and building a lasting culture of customer-focused problem-solving and innovation throughout state government. Lean is a proven method to eliminate waste in processes and services, view value through the eyes of customers and clients, and identify and address root causes of problems.

As we mature on this journey, we may not use the word “Lean” as much, but the commitment to Lean philosophy, principles and practices continues with our commitment to delivering better value to all Washingtonians.

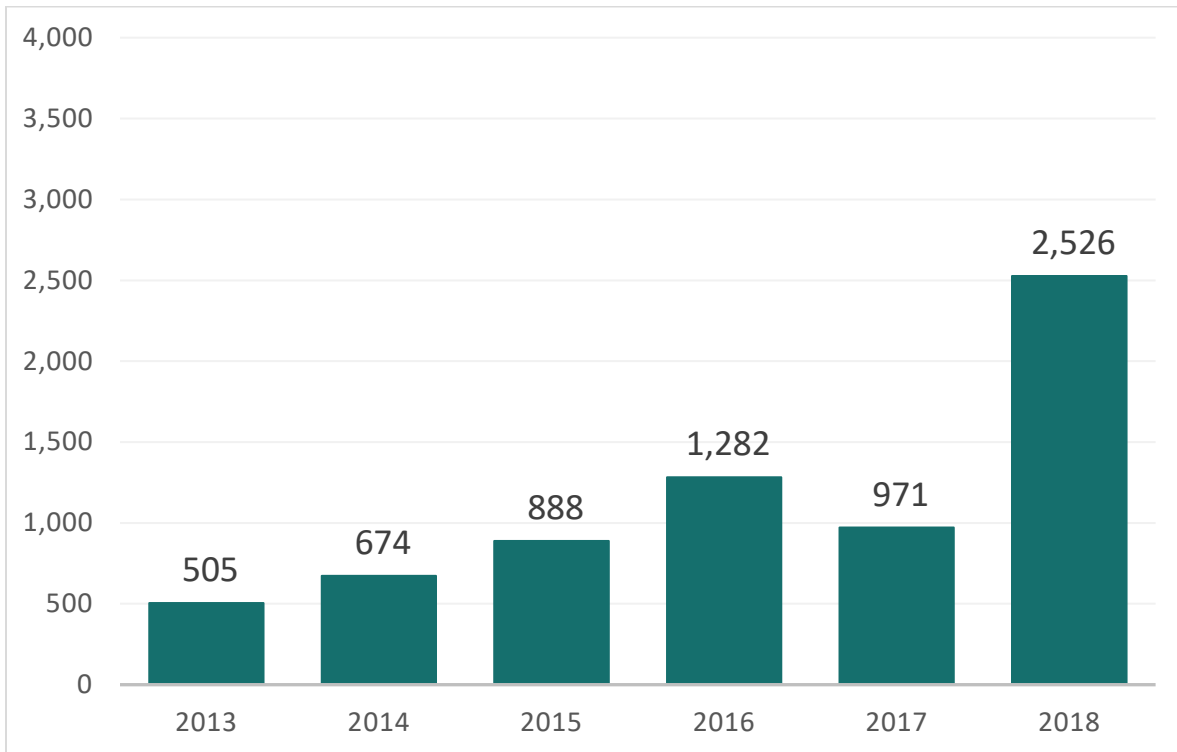
In 2018, Results Washington delivered our largest-ever Lean conference with more than 3,000 registrants. This learning event is free to state employees and provides them with learning experiences to inspire new thinking, introduce new techniques and motivate sustaining enthusiasm to continue to get better. This annual event and other learning experiences for enable the hands-on improvement efforts by state employees that helps to solidify cultural transformation, so that every state employee has the capability to conduct daily problem-solving and continuously improve.

From 2013 through 2018:

- More than 39,000 Washington state employees have had Lean knowledge and skills training. Of those, more than 5,000 had more in depth problem-solving training, which was introduced in 2015.
- More than 1,400 employees have been trained as Lean facilitators prepared to lead project work.
- More than 12,000 state employees have participated in at least one Lean improvement project.

During that same time period, agencies reported that their employees took part in over 6,500 Lean improvement projects. Examples of improvement projects from fiscal year 2018 are included in Appendix A of this report.

Lean Projects by Year  
January 2013 - January 2019



## Continuous improvement: The Washington State Government Lean Transformation Conference

More than 3,000 people registered for Results Washington's annual two-day Washington State Government Lean Transformation Conference this year. A major part of Washington state's strategy of developing Lean problem-solving skills among the state workforce is bringing together leaders, managers and employees — most of them state employees — to learn about Lean principles, tools and to share experiences.



The 2018 conference theme was, improving the Washingtonians' experience...one human at a time. The agenda included a variety of topics such as; change leadership, trust building, team dynamics, joyful workplaces, innovation, and work improvement.

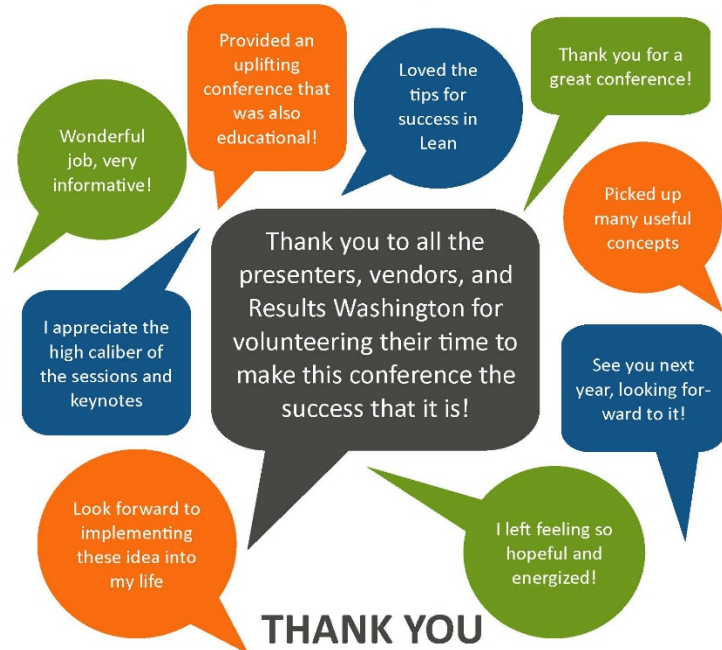


We are grateful to have expert speakers from state government, local government, industry, non-profits and professional consultancies.

This year, we had the special honor of hearing from Lt. Governor, Cyrus Habib who shared an inspiring message and thanked and encouraged state employees to continue to work hard for those we are serving.

Governor Jay Inslee shared his thoughts and appreciation via video. The Governor encouraged us by sharing that "We are lucky in our state to have such a committed workforce. The people of Washington are counting on us. We can't let up or slow down. Thanks for your efforts. We can do hard things, and we're doing them."

**Here's what some of the almost 3,000 attendees had to say:**



**THANK YOU**  
**from Results Washington for all your help in making the 2018 Lean Transformation Conference a success.**

## Continuous improvement: Agency Lean advisors and The Future Work

A key link to agency leadership and a key driver of Results Washington's strategy to foster Lean principles across state government, the Lean Agency Advisor Community comprises 54 advisors appointed by agency directors.

Results Washington team members provide training, learning experiences, information and coaching to the advisors, who lead, model and share their learning with their colleagues in the group and back in each individual's agency. The group also helps provide agency perspectives on strategies for continuing to advance state government's Lean transformation.

In addition to the group session, Lean experts on Results Washington's team offer frequent coaching, consulting and advising for agency leadership on change leadership, Lean tools and techniques, people development, cultural transformation, strategic planning and more.

In 2018, we interviewed all Agency Lean Advisors to better understand the progress of state government and identify areas of focus for Results WA. The Lean Advisors asked us to continue to set the vision for Lean in Washington State, to be clear about what Lean in Washington State means, to continue to offer coaching and advising services and to provide a basic introduction to Lean course for free that all agencies could access. Towards the end of 2018 the Governor recorded a video sharing his continued support of our Lean effort and encouraged employees to stay committed. We also shared what Lean in Washington state means at the Lean conference. This video and conference talk will be posted to our website as part of our website refresh in 2019. We will be working on providing an electronic and possible classroom version of a Lean basics course for all state employees.

## Making Government More Human

As part of our efforts to fulfill the Governor's mission to create a state government that is more responsive, data-driven and human-centered, we are implementing a new culture-change strategy to help make government more people-centered.

Our efforts are focused on facilitating workshops and providing coaching and technical assistance to state agency leadership and team members to assist in their efforts to make their workplaces and service delivery more human-centered. The strategy focuses on both culture change and technical resources to move the needle on two state priorities: employee engagement and customer experience.

Examples of this work include:

- Leaders and team members from 35 state agencies participated in different activities offered through Results Washington's Make Work More Human initiative including:
  - 625 participants in monthly Human Workplace gatherings in Olympia, which shares insights from science and other disciplines about the importance and power of reducing fear in workplaces and increasing respect, empathy and love
  - Over 200 state employees and others participated in two workshops offered through the Results Washington annual Lean conference
- In November 2018, we held the first agency design challenge that brought together over six state agencies and customers to apply design thinking to address specific customer pain points.

The following design challenge project posters provide insights into the problem customers are experiencing and how agencies are improving.

## 2018 AGENCY DESIGN CHALLENGE

### NOTIFICATION OF AUDIT LETTER DEPARTMENT OF LICENSING

#### THE CHALLENGE

We saw this project as an opportunity to get feedback on and redesign our Notification of Audit letter.

90% of customers receiving the letter call expressing anxiety, fear, and/or frustration after receiving the Notification of Audit letter.

#### THE INSIGHTS

**What did you learn during the two day design challenge?**

- We are a reactive team vs. being a proactive team.
- Our goal is to ensure positive educational interactions to provide efficient and effective customer's experience.
- Improve the taxpayer and auditor experience by engaging in "education first" at every step of the process.

**What did you learn about your customers?**

The lack of education provided leaves our customers with a sense of foreboding when the Notification of Audit letter is received.

**Did you have any "aha" moments?**

Going through the Human Centered Design Challenge process changed the way we think about the relationship with our customers. It helped us to realize that every interaction, at every level with our customers is an education opportunity and a chance to build trust.

#### WHAT WE'VE DONE

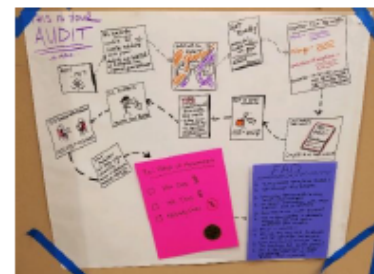
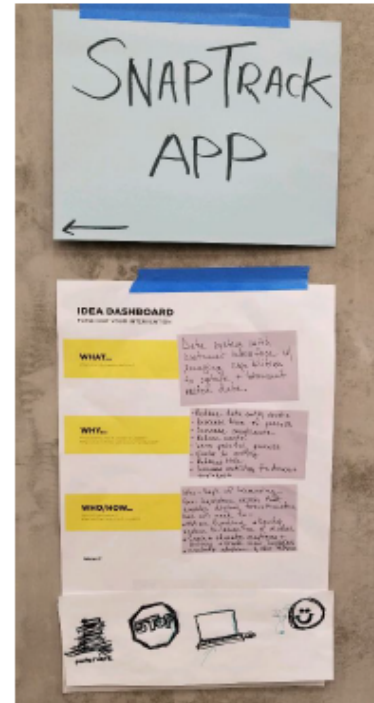
- Begun the prototype of a new version of the Notification of Audit letter.
- Started having discussions within PRFT about customer education opportunities.
- Given a presentation about Human Centered Design to division leadership.

#### WHAT'S NEXT

Continue discussions about how to improve interactions with, and education for our customers. This could include: training videos, field workshops, education packets, updated webpages, and updated letters and forms.

We will be working with our customers on the updated Notification of Audit letter. This will done via a survey, phone and email.

#### THE POSSIBILITIES





# 2018 AGENCY DESIGN CHALLENGE

## HEATING OIL TECHNICAL ASSISTANCE PROGRAM FORM REWORK

### POLLUTION LIABILITY INSURANCE AGENCY

#### THE CHALLENGE

Our challenge was to rewrite our Heating Oil Technical Assistance Program form.

We have had numerous questions about how to fill out the form.

#### THE POSSIBILITIES

The prototype was all about making the program approachable, direct, and easy to understand. It was taking suggestions of the group to clearly state how to apply, where to mail items to, and providing faces to the document.

#### THE INSIGHTS

**What did you learn during the two day design challenge?**

We learned that the message of the form was not clear and there was a lot of technical terms.

**What did you learn about your customers?**

We learned that we need to work on communicating the program to make it less scary and more approachable.

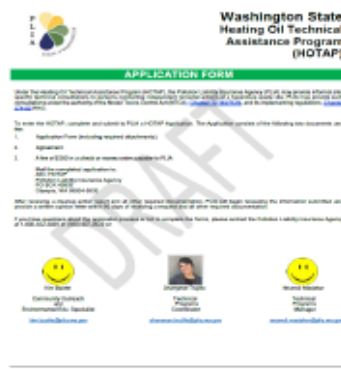
**Did you have any “aha” moments?**

Reducing the technical jargon.



#### WHAT WE'VE DONE

The latest draft was all about incorporating the prototype notes. It involved a lot of updated logos and color schemes to current agency practice. Removing information that was not necessary for making determinations. We also mirrored this form with our Petroleum Technical Assistance Form.



#### WHAT'S NEXT

We have removed unnecessary information and updated the form visually. We have also written the form to be housed online with checkboxes and drop down menus and with direct document uploads. We will be reviewing again for any additional information that can be removed and plain talked.

# 2018 AGENCY DESIGN CHALLENGE

## FARM TO FOOD PANTRY DEPARTMENT OF AGRICULTURE

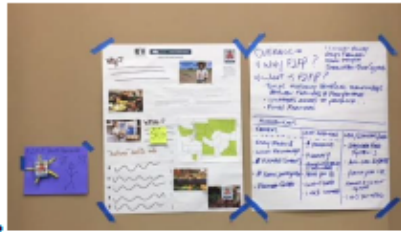
### THE CHALLENGE

Our challenge was to redesign a fact sheet that highlights our Farm to Food Pantry initiative. Some challenges of this include:

- There are a variety of audiences or “customers” that we target which has caused us to repeatedly revise the current fact sheet to tailor to the specific conference or event we attend.
- The initiative is very dynamic with many moving parts which is hard to capture in a fact sheet.
- We have a lot of both qualitative and quantitative data that we want the audience to easily understand and find relevant to them.

### THE POSSIBILITIES

We created a general outline of what the new factsheet/infographic would look like and what kind of content would we include by audience



### THE INSIGHTS

What did you learn during the two day design challenge?

Some highlights included:

- The importance of deconstructing aspects of the initiative/programming in order to flush out potential improvements.
- The benefits of keeping content customer centered while providing an educational opportunity.
- A visual explanation is needed to quickly convey the dynamic flow of the initiative with the various symbiotic partnerships and connections.
- Three fact sheets should be created to reduce the amount of language we need to localize. We determined we need to speak to the following audiences:
  - Lead agencies: Tailored to potential hunger relief agencies highlighting the benefits to food pantries and food pantry clients. This can be provided to potential funders as well.
  - Farmers: Outline the benefits to farms including entering new wholesale markets, market for imperfect produce, and building relationships and name recognition.
  - General audience: A high level overview of the initiative.

What did you learn about your customers?

Farmers would like more information to provide their customers who ask what the F2FP placard represents and what role they are playing in making fresh produce assessable to all.

Lead agencies need materials to help them request community donations to support the initiative.

Did you have any “aha” moments?

We frequently solicit feedback from lead agencies participating in the initiative about the materials we develop, however we seldom solicit feedback from farmers outside from the qualitative survey. By having other state employees that were not familiar with the F2FP initiative we received outsider perspectives that were extremely helpful. We plan on engaging farmers and others not familiar with the initiative in reviewing future materials.

### WHAT WE'VE DONE

Since the design challenge we have finalized the 2018 F2FP data and the 2018 Report. We needed this new information before we could go further with the fact sheet.

We worked with our communication department to develop a F2FP flow chart to quickly convey the dynamic flow of the initiative. This part of the process has been quite slow due to our communications team being swamped with other materials. Our communications team provided the following flow chart, however both Food Assistance and Rotary First Harvest did not feel that is captured the initiative.



### WHAT'S NEXT

We are currently working on a draft mock-up of the general audience factsheet (might be ready for the 90 day meeting). This will provide the foundation for the subsequent versions. Once the mock up is finalized, we will forward it to our communications team to refine and finalize the document. Our goal is to have the factsheets finalized by the first week of May.



## Performance management and continuous improvement: Next steps

Throughout 2018, Results Washington listened to stakeholders and adjusted our structure and system to respond to agency-identified gaps. We created results teams to assist with cross-agency collaboration and increase strategic alignment in areas of overlapping responsibility. We redesigned Results Reviews with the Governor to better facilitate problem-solving and include more diverse voices and experiences of the state's customers, and we moved away from managing 190 assorted performance measures to 20 key outcome measures and their evidence-based drivers that are strategically aligned to statewide priorities.

Our first redesigned dashboards for most of those outcomes measures were available on our website in January 2019, with the remaining measures and iterative updates coming throughout the year.

In 2019 we will continue to promote new and different partnerships, further incorporate design thinking and help make Washington state government more human-centered. This includes facilitating more cross-agency problem-solving collaborations to make progress toward our goals and reduce operational silos; increasing our analytical capabilities to better understand and identify where the problems are; and provide more state employees with resources to create more human-centered workplaces.

We will also continue to cultivate good problem-solving and continuous improvement across our work and state government as we strive to achieve meaningful results for all Washingtonians.

# Appendix A: Examples of Agency-Level Improvements



The Department of Ecology improved the annual hazardous waste generator billing process, resulting in a reduction in the number of phone calls from 8,623 in 2015 to 5,701 in 2017 and a reduction in refunds from 430 in 2015 to 137 in 2017.



The Department of Financial Institutions reduced the average time to resolve consumer complaints from 43 days to 35 days, increasing the percentage of complaints closed within 90 days from 86% to 95%. Through this improvement they expedited the publishing of consumer alerts which notify the public of unscrupulous activity. Consumer alerts are now published on average within 7 days of receiving a complaint or tip vs previous average of 53 days.



The Department of Labor and Industries (L&I) improved the processing of workers' compensation premium payments and quarterly reports received in its 19 field offices, resulting in a decrease of 6 business days to post the money and hours to the employers' accounts – from an average of 8 business days to 2 business days. Washington employers will no longer be assessed penalties and interest (P&I) for premiums they paid on time, but which were not posted to the system until after the deadline. This saves the employers aggravation and time getting their accounts straightened out, and saves L&I staff time spent researching the date the payment was actually received, adjusting the P&I off the account, and dealing with an upset customer.



The Department of Financial Institutions Securities Division Examinations Unit improved the examination process, resulting in a more streamlined examination cycle. This process improvement reduced the time element of an examination cycle from 18 to 12 days. This improvement also increased the utilization of staff talents and skills to produce more qualitative and consistent work, reducing the average number of days for an examination cycle from 52 days to 31 days.



The Washington State Patrol Fire Training Academy improved printing processes for classroom student controlled notes packets, resulting in a savings of \$15,127.88 and 74 employee hours annually.

The impact on this savings will result in additional funding being available for future training activities and upgrading facilities and/or props for training firefighters across Washington State and thus making our Washington communities safer.



The Washington Air National Guard 194th Intelligence Squadron improved retention strategies, meeting their goal to maintain unit strength above 90%. Keeping Washington National Guard units at full strength (filling all authorized positions in the unit) is essential to being able to accomplish state and federal missions. Without people, we cannot protect lives and property in the state, or serve the cause of freedom overseas. Retention is vital to this effort. Retaining quality Guard members helps keep units at full strength, and provides a trained and experienced force.



The Washington State Patrol Marysville Crime Laboratory improved its testing method of reference samples for forensic DNA testing, resulting in over \$11,000 annualized cost savings in testing supplies and a 48% reduction in processing time per sample.

The laboratory's application of continuous performance improvement resulted in the implementation of a streamlined method for DNA testing of reference samples that is more cost-effective and delivers high-quality DNA profile results faster. The saved resources of time and money will now be allocated to increase the laboratory's capacity to test additional casework samples submitted in criminal investigations that affect Washingtonians who may be victims or suspects involved in sexual assault, homicide, and other serious crimes that threaten public safety. Increased testing capacity for forensic DNA testing improves the effectiveness of the DNA results, which are crucial in aiding criminal investigations in a timely manner to identify perpetrators, link series of crimes, and exonerate the innocent.

Report revised: 9/2019  
Correction to lean project data