

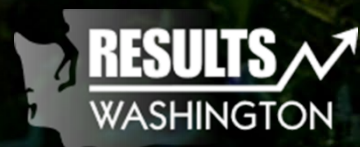
The background image is a photograph of the Washington State Capitol building, featuring its prominent dome, silhouetted against a bright, low sun. In the foreground, a large, ornate fountain with multiple tiers and water jets is in full operation, with water spraying upwards and outwards, catching the light from the sun. The scene is set in a park-like area with green grass and some foliage visible in the lower foreground.

# ANNUAL REPORT

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Calendar Year 2024

January 2025



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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 enterprise Lean and Continuous Improvement Community of Practice.

## Message from the Director

It is with immense pride and gratitude that I share the Results Washington 2024 Annual Report, a testament to the dedication, collaboration, and innovation demonstrated by our team over the past year. Serving as the Director of Results Washington has been an incredible honor, and I am deeply thankful for the opportunity to contribute to Governor Inslee's vision of embedding transparency, accountability, and continuous improvement into Washington State's government.

The accomplishments in this report reflect the strength of our partnerships across cabinet agencies, elected offices, and communities. Together, we have made significant strides in advancing statewide performance management and fostering a culture of Lean and continuous improvement. From publishing public-facing statewide metrics and dashboards, refining performance metrics, tracking and reporting every single action item of performance audits conducted by the Washington State Auditor's Office to hosting the largest Lean conference led by a state government, our efforts have paved the way for greater efficiency, effectiveness, and transparency.

Another key achievement this year was integrating performance management with the state's budget and policy processes, paving the path to align agency metrics with strategic priorities to provide a clearer picture of how well we serve Washingtonians. The development of the Performance Measure Guide, in collaboration

## 2024 MAJOR ACCOMPLISHMENTS

Held two statewide **conferences for over 4,800 attendees** centered around continuous improvement and change management

Hosted 7 Public Performance Reviews for the governor and agency leaders to discuss **progress on various state goals**, initiatives, and improvement projects that align with the governor's top priorities

Published and maintained **39 key statewide metrics** on the governor's priority areas

Centralized public access to **all state agency strategic plans** on the Results Washington website

Developed a **performance measure guide and library** to support agency development of meaningful measures

with the Office of Financial Management, and the hands-on support provided to agencies in revising their metrics underscore our unwavering commitment to meaningful and measurable outcomes, ensuring that our efforts are always focused on delivering the best results for Washingtonians.

Additionally, the Lean and Continuous Improvement Community of Practice, the Reflection Series, Workshops and Lean initiatives with agencies have created platforms to share insights, celebrate successes, and inspire future leaders. Hosting the 13th Annual Washington State Lean Transformation Conference, with nearly 4,000 attendees, reaffirmed our role as a leader in fostering innovation and collaboration across sectors. These initiatives have laid a strong foundation for sustainable improvement, ensuring that Washington State remains at the forefront of public service excellence.

As Results Washington concludes this chapter, I am confident that the structures and partnerships we have built will empower the next administration to continue driving impactful change. This report not only reflects our successes but also serves as a roadmap for future progress, answering two critical questions: *How well is Washington State performing on the Governor's key priorities, and how effectively are we delivering key programs and services?*

I extend my deepest gratitude to every leader, partner, and team member who has supported Results Washington's mission. With the solid foundation we have built, I am confident in the future evolution of Statewide Performance Management and look forward to witnessing the continued impact of our collective efforts in the future evolution of this office under the new administration.

With gratitude and optimism,



**Mandeep Kaundal, Director**

# Results Washington: Our History and Future

Results Washington, founded in 2013 within the Office of the Governor, integrates performance management, Lean and continuous improvement disciplines, 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. 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 lays 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.

# Measuring Progress

## Performance Audits

Results Washington fosters the performance audit process between executive branch agencies and the [State Auditor's Office](#). It also assists the [Joint Legislative Audit and Review Committee](#) for its studies upon request. Results Washington champions performance management and continuous improvement principles and provides leadership 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 action plans are tracked on [Results Washington's website](#) to completion.

## Statewide Performance Management

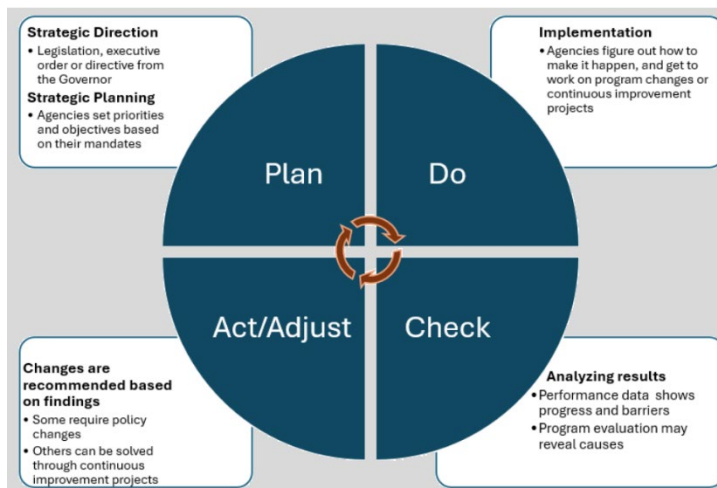
In 2024, Results Washington continued building on successes in improving statewide performance measure reporting, to provide insight for the governor's policy, budget and performance staff on two key questions:

- How are we performing in key programs and services?
- How are we performing in statewide priorities?

We published a new [performance measure guide](#) in partnership with the Office of Equity and the Office of Financial Management. The development process was collaborative with agencies across state government, and led to a guide that supports a culture of learning and growth as well as accountability.

To implement the new guide, Results Washington will work with agencies in small groups over the next several years to develop new measures that support decision-making by showing how much we did, how well we did, and who is better off for all of Washington core programs and services and all the governor's priorities. We also developed support tools for agency staff, including our new [performance measure library](#), and in 2025 we'll be launching a new Community of Practice to help agencies learn from each other's experiences.

We also published a [report to the legislature](#) reviewing state laws governing statewide performance management and identifying opportunities for improvement to provide meaningful information and oversight. The report highlights the relationship between strategic direction and planning, implementation work, performance measures and program evaluation using the Plan-Do-Check-Act/Adjust (PDCA) cycle, and identified areas where the state could build on existing successes to ensure that cycle is robust and information about performance and root causes reaches those with the power to make improvements.



At the same time, we partnered with the Office of Financial Management to make improvements to Results through Performance Management (RPM), the web portal for agency staff to report statewide performance data and connect it with their budget information. Improvements include simplifying the site by removing unused fields and tables, showing at-a-glance information on when data was last updated to save users time, and adding the ability to report disaggregated data and connect performance measures to the determinants of equity used by the Office of Equity. Continued improvements in 2025 will focus on the user experience and the ability to produce meaningful reports from the system. And to support users who only enter the portal once per quarter or once per year, we developed a series of targeted [how-to videos](#) focused on specific tasks that someone might need to complete in the system, such as adding a new performance measure.

## Public Performance Reviews

Through Results Washington, Governor Inslee convened select cabinet agencies with input and collaboration from business resource groups (BRGs), state partners, and Washingtonians with lived experience to discuss the progress of key initiatives and programs, barriers, and areas for improvement on key issues related to the goal areas. The meetings were open to the public and streamed live over the internet via [TVW](#). The agendas, data, presentations, and video recordings of the Public Performance Reviews below are available on Results Washington's [website](#).

## The Opioid and Overdose Crisis in Washington State

Results Washington's Public Performance Review (PPR) held on January 24, 2024 focused on Washington State's opioid and overdose crisis, aligning with Governor Inslee's "Healthy and Safe Communities" goal. The event provided a comprehensive assessment of progress, accomplishments, and challenges, emphasizing collaboration among key state agencies, including the Department of Health (DOH), the Health Care Authority (HCA), and the Department of Social and Health Services (DSHS). [Video Link](#)

### PROGRESS AND ACCOMPLISHMENTS

<b>Statewide Collaboration</b>	State Opioid and Overdose Response Plan - strategies targeting prevention, treatment, wellness, data-driven decision-making, and recovery support. Distributed <b>350,000 naloxone kits</b> from 2019 to 2023, resulting in <b>25,000 overdose reversals</b> and training <b>140,000 individuals</b> . In 2023, Syringe Service Programs (SSPs) supported <b>87,000 encounters</b> , distributed <b>60,000 naloxone kits</b> , and made <b>25,000 service referrals</b> .
<b>Treatment Access and Expansion</b>	Expanded <b>37 Opioid Treatment Programs (OTPs)</b> , serving over <b>14,000 individuals</b> statewide. Two new health engagement hubs launched in 2024, with more planned. Residential SUD Treatment pilot programs began in reentry centers.
<b>Public Health Investments</b>	School-based behavioral health screenings and parenting support initiatives strengthened upstream prevention efforts. Tribal engagement efforts included a <b>\$15.5 million allocation</b> from the Opioid Abatement Account, supporting <b>seven tribal OTPs</b> , with <b>two more planned</b> and mobile medication units deployed.
<b>Housing and Recovery Support</b>	Housing programs provided stability to <b>9,000 individuals</b> , including <b>3,000+ residents</b> in <b>347 Oxford Houses</b> and <b>171 WAQRR recovery residences</b> . Peer counseling programs trained <b>7,900 certified counselors</b> , supporting substance use disorder (SUD) recovery.

### CHALLENGES IDENTIFIED

<b>Rising Fatalities</b>	Preliminary 2022 data shows 2,001 opioid-related deaths, with fentanyl disproportionately affecting tribal and Black communities.
<b>Youth Vulnerability</b>	88% of fentanyl-related incidents in 2023 involved children aged 2 and under, underscoring the need for robust prevention strategies.

### NEXT STEPS

<b>Integrated Efforts</b>	Enhanced collaboration across agencies and focus on upstream measures
<b>Public Education</b>	Increasing awareness and community engagement to reduce stigma and improve accessibility to services.



## Homelessness and the Housing Crisis

On March 27, 2024, Results Washington hosted a Public Performance Review (PPR) focused on homelessness and the housing crisis, aligning with Governor Inslee’s goal of “Healthy and Safe Communities.” This event brought together key stakeholders, including the Department of Commerce (COM), Department of Transportation (DOT), and King County Regional Homelessness Authority (KCRHA). The review emphasized progress, accomplishments, challenges, and actionable solutions to address homelessness in Washington State. [Video Link](#)

PROGRESS & ACCOMPLISHMENTS	
<b>Housing Development and Investments:</b>	<p><b>\$313 million</b> invested in affordable housing projects in 2024, creating 3,913 affordable homes (79% new construction).</p> <p><b>\$26 million</b> allocated to the By-and-For Pilot Program, supporting BIPOC-led organizations to address homelessness in disproportionately impacted communities.</p>
<b>Encampment Resolution Program</b>	<p>From July 2022 to February 2024, <b>resolved 34 encampment sites</b>, transitioning <b>1,056 individuals</b> into shelter or housing with an 83% success rate.</p> <p><b>72% of individuals</b> who moved indoors remained in housing or shelters.</p>
<b>Performance-Based Contracting</b>	Washington State is a <b>national leader</b> in using performance benchmarks to evaluate homelessness housing programs, offering technical assistance to underperforming agencies.
<b>Regional Coordination</b>	<p>Counties and municipalities are required to allocate housing needs by income level under the Growth Management Act, ensuring equitable housing distribution.</p> <p>King County achieved an <b>89% housing acceptance rate across 11 encampment resolution</b> sites by ensuring housing plans for all individuals before resolving encampments.</p>
CHALLENGES IDENTIFIED	
<b>Housing Supply and Affordability</b>	<p>Annual production is 18,000 units short of the 55,000-unit target needed to meet demand, with only 13% of necessary housing for low-income households funded in 2023.</p> <p>Fixed-income households, such as those relying on disability benefits, faced significant affordability challenges, with housing costs increasing from 89% to 124% of disability income between 2010 and 2022.</p>
<b>Rising homelessness and racial disparities</b>	Homelessness rates have steadily increased, particularly among Black and American Indian/Alaska Native populations, who are disproportionately represented in the homeless population.

## Reentry of Formerly Incarcerated Individuals

Our April 24, 2024 Public Performance Review (PPR) focused on the reentry of formerly incarcerated individuals, aligning with Governor Inslee's goal of "Healthy and Safe Communities." This event provided an opportunity for state agencies, stakeholders, and community organizations to present progress, challenges, and strategies to enhance reentry outcomes. Key agencies included the Department of Corrections (DOC), Washington Statewide Reentry Council, the Health Care Authority (HCA), and the Employment Security Department (ESD). [Video Link](#)

PROGRESS & ACCOMPLISHMENTS	
<b>Reentry Services and Planning</b>	<p>All incarcerated individuals receive an Individual Reentry Plan upon admission, addressing medical, educational, and behavioral health needs.</p> <p>Expanded educational programs in <b>all 11 prisons</b>, including:</p> <ul style="list-style-type: none"> <li><b>30 workforce certificates and 13 pre-apprenticeship programs.</b></li> <li>Increase in bachelor's degree programs from <b>3 to 10 pathways</b> by FY 2025.</li> </ul> <p>Implementation of Cognitive Behavioral Interventions (CBI) and financial literacy programs to build essential life skills.</p>
<b>Employment and Housing Initiatives</b>	<p>Partnerships with the Aerospace Joint Apprenticeship Committee (AJAC) and other trade programs enhance job readiness for individuals in reentry.</p> <p><b>86%</b> of reentry grantees <b>were provided housing support</b> in 2022-2023, ensuring stability during transitions</p>
<b>Statewide Reentry Council Achievements</b>	<p>Developed the 2023-2026 Strategic Plan, with performance indicators to guide reentry program success.</p> <p>Enhanced community and stakeholder engagement, including hosting <b>listening circles with incarcerated individuals</b> to gather insights.</p> <p>Collaborated with tribal governments and secured funding for implementing the strategic plan.</p>
<b>Reentry Grant Program</b>	<p><b>Allocated \$12 million for community-based reentry programs</b> in FY 2024-2025, focusing on rural counties and grassroots organizations.</p> <p>Implemented tiered funding models to ensure equitable access for small and medium-sized organizations.</p>
<b>Medicaid Reentry Services Waiver</b>	<p>The waiver, approved in 2023, will deliver pre- and post-release health services starting July 1, 2025, including housing navigation and behavioral health consultations.</p>

## Climate Commitment Act

Our May 13, 2024 Public Performance Review (PPR) highlighted the implementation and progress of the Climate Commitment Act (CCA), which aligns with Governor Inslee’s goals of achieving “Sustainable Energy and Clean Environment” and “Healthy and Safe Communities.” This event brought together key stakeholders to present updates on pollution reduction, clean energy investments, environmental justice, and climate resilience initiatives. [Video Link](#)

PROGRESS AND ACCOMPLISHMENTS	
Pollution Reduction and Cap-and-Invest Program	<p>Established a cap-and-invest system to <b>reduce greenhouse gas (GHG) emissions by 95%</b> by 2050.</p> <p>Generated revenue through emissions allowances, investing in clean energy, climate resilience, and ecosystem restoration.</p> <p>Supported projects such as <b>green hydrogen development</b> in Douglas County and <b>boiler upgrades</b> at Kaiser Aluminum.</p> <p>Allocated approximately \$3.2 billion to various areas, such as clean transportation, clean buildings and energy efficiency, environmental just initiatives, climate resilience programs, and schools and housing.</p>
CHALLENGES IDENTIFIED	
Urban Air Pollution and Environmental Justice	<p>Communities like Seattle’s Beacon Hill face <b>significant air pollution</b> from traffic, airplanes, and heating systems, with measurable impacts on health and life expectancy.</p> <p>Need for further <b>consultation with Tribal and marginalized communities</b> to address disparities effectively.</p>
Climate Resilience Gaps	Rising climate impacts, including wildfires, heatwaves, and ocean acidification, underscore the <b>need for increased public awareness and infrastructure readiness.</b>
Funding and Capacity Barriers	<b>Limited local capacity to scale up</b> renewable energy and electrification projects in rural and underserved areas
KEY STRATEGIES AND FUTURE COMMITMENTS	
Enhanced Monitoring and Outreach	Install <b>50 new air monitoring stations</b> in vulnerable communities to assess and address pollution hotspots.
Climate Adaptation Planning	<p>Scale up programs for wildfire prevention, habitat restoration, and water resource management.</p> <p>Pursue linkage with larger carbon markets, such as California and Québec, to stabilize prices and amplify impact.</p>

## Healthcare Provider Credentialing

Our June 26, 2024 Public Performance Review (PPR) addressed healthcare provider credentialing in Washington State. The event aligned with Governor Inslee's goals for "Healthy and Safe Communities" and "Efficient, Effective, and Accountable Government." The review focused on improving the credentialing process to address workforce shortages, streamline licensing, and ensure equitable access to healthcare services. [Video Link](#)

PROGRESS & ACCOMPLISHMENTS	
<b>Credentialing Improvements</b>	<p>Expansion from 49 regulated professions in 2008 to 81 professions by 2024, reflecting the increasing demand for healthcare providers.</p> <p>Significant progress in reducing credentialing delays for behavioral health professionals:</p> <p>Total pending applications decreased by <b>46%</b> between March and May 2024.</p> <p>Pending emails dropped by 26.6% in the same period.</p>
<b>Project Pathway Initiatives</b>	<p>From July 2022 to February 2024, <b>resolved 34 encampment sites</b>, transitioning <b>1,056 individuals</b> into shelter or housing with an 83% success rate.</p> <p><b>72% of individuals</b> who moved indoors remained in housing or shelters.</p>
<b>Behavioral Health Workforce Expansion</b>	<p>Washington State is a <b>national leader</b> in using performance benchmarks to evaluate homelessness housing programs, offering technical assistance to underperforming agencies.</p>
<b>Legislative Support</b>	<p>Enacted Second Substitute House Bill 1724 (2023): Enhanced <b>credential portability</b> and <b>reduced licensing barriers</b>.</p> <p>Passed Engrossed Second Substitute House Bill 2247 (2024):</p> <ul style="list-style-type: none"> <li>Created associate credentials for psychologists.</li> <li>Removed site limitations for substance use disorder professionals.</li> </ul>
<b>Technological Advancements</b>	<p>Rolled out the Healthcare Enforcement and Licensing Management System:</p> <ul style="list-style-type: none"> <li>Allowed mobile application submissions and profile updates.</li> <li>Reduced reliance on paper applications and call volumes.</li> <li>Streamlined document submission and payment confirmation.</li> </ul>



## Poverty and the Working Families Tax Credit

Our July Public Performance Review (PPR) focused on addressing poverty in Washington State and the implementation of the Working Families Tax Credit (WFTC). The event aligned with Governor Inslee's goals for a "Prosperous Economy" and "Healthy and Safe Communities." The review showcased the transformative impact of direct cash assistance and the WFTC program on economic stability, racial equity, and community well-being. [Video Link](#)

PROGRESS & ACCOMPLISHMENTS	
<b>Implementation of the Working Families Tax Credit</b>	<p>Launched on February 1, 2023, as Washington's first state tax credit for low-to-moderate-income families.</p> <p>In 2023:</p> <ul style="list-style-type: none"> <li>• <b>160,143 refunds</b> issued, representing 44% of the estimated eligible population (~360,000 households).</li> <li>• Total refunds amounted to <b>\$114.4 million</b>, with an average refund of <b>\$714</b>.</li> <li>• <b>236,000+ children</b> benefitted from the program.</li> </ul>
<b>Outreach and Accessibility</b>	<p>Conducted <b>1,400+ outreach engagements</b> in 2023, with a focus on multilingual and inclusive support:</p> <ul style="list-style-type: none"> <li>• Languages included Spanish, Russian, and Vietnamese.</li> <li>• Grants totaling <b>\$5 million</b> awarded to 27 organizations for outreach in FY24-25.</li> </ul> <p>Collaboration with community partners, resource fairs, and on-site tax preparation expanded reach to underrepresented groups.</p>
<b>Impact on Economic Stability</b>	<p>Direct cash assistance, such as the WFTC, demonstrated evidence-based benefits, including:</p> <ul style="list-style-type: none"> <li>• Reducing poverty and stress.</li> <li>• Improving physical and mental health, education, and family well-being.</li> </ul> <p>Stimulated local economies through increased consumer spending.</p>
<b>Equity and Inclusion</b>	<p>The program addressed systemic inequities:</p> <ul style="list-style-type: none"> <li>• 31% of applicants identified as Hispanic/Latino, 12% as Black/African American, and 9% as Asian.</li> <li>• 9.5% of refunds were issued to ITIN holders, promoting financial inclusion for non-citizens.</li> </ul>

# Building an Accountable and Representative Government: Community Engagement in Washington State

The September 2024 Public Performance Review (PPR) highlighted collaboration among commissions, state agencies, and the community and focused on improving equity, representation, and service delivery across Washington State. This work aligned with Governor Inslee's Goal 5: Efficient, Effective, and Accountable Government. [Video Link](#)

PROGRESS AND ACCOMPLISHMENTS	
<b>Community Engagement &amp; Equity Initiatives</b>	<p>\$455,243 allocated for community compensation (July 2022–June 2023), the first initiative of its kind in the U.S.</p> <p>The Office of Equity led systemic changes for equitable governance.</p>
<b>LGBTQ+ Inclusion</b>	<p>LGBTQ Youth Advisory Council established (12 members, ages 14–25)</p> <p>Inaugural Youth Summit held in August 2024 to amplify youth voices.</p>
<b>Arts and Cultural Representation</b>	<p>Doubled BIPOC representation in the Art in Public Places roster (476 artists).</p> <p>Streamlined application processes for Black, Native, and Hispanic artists</p>
<b>Historic Preservation</b>	<p>Surveys documented 140 LGBTQ+, 75 Black, and 39 Filipino-American heritage sites.</p> <p>Seattle Cultural Mapping Pilot integrated diverse sites into urban planning.</p>
<b>Women’s Advocacy</b>	<p>WSWC launched "Activate 3.8" to connect women with STEM and executive career pathways.</p> <p>Advocated for pay equity, addressing the \$33.5 billion gender pay gap in Washington.</p>
CHALLENGES	
<b>Equity in Representation</b>	Undercounted populations hinder engagement with marginalized groups.
<b>Systemic Gaps</b>	Funding constraints for cultural preservation and community programs.
<b>Youth Representation</b>	Need for sustained funding and staffing for youth engagement efforts.
STRATEGIES & FUTURE COMMITMENTS	
<b>Expanded Community Compensation</b>	Broaden participation and update guidelines to ensure inclusion.
<b>Intersectional Advocacy</b>	Partner with commissions and agencies to address systemic inequities.
<b>Cultural Preservation Scaling</b>	Document underrepresented communities using leveraging digital tools like GIS mapping for urban planning and preservation.
<b>Inclusive Data Practices</b>	Bridge representation gaps for equitable outcomes.

# Cross-Agency Consultation

Results Washington provides strategic planning, process improvement and performance management consultation services to state agencies. This service allows us to build capacity within agencies and conserve limited state resources at the same time.

## Strategic Planning

### Washington State Women's Commission

***Vision: Every woman and girl is healthy, safe, prosperous, and empowered to achieve their full potential.***

RW collaborated with WSWC to create a comprehensive strategic plan for 2025-2027.

*"The 2025/2026 Strategic Plan is much more concise, useable, and flexible than the previous plan that WSWC had in place."*

The planning process engaged the entire WSWC team, ensuring that the final product was one that every staff member could identify with, actively contribute to, and take pride in. Critical input from commissioners played a key role in shaping the plan's priorities, aligning them with the organization's broader vision. Today, every team member is focused on executing the key results that will drive progress toward achieving the organization's strategic objectives and goals.

### Office of International Relations and Protocol (OIRP)

***Vision: Our vision is to position Washington as a global leader by fostering collaboration and innovation. We strive to enhance quality of life, drive mutual growth, and elevate our diverse communities through strategic global partnerships.***

RW is currently leading a strategic planning initiative with OIRP, marking the development of their inaugural strategic plan. Strengthening this effort are key partners from the Governor's Executive Policy Office and Department of Commerce's Small Business Export Assistance.

In 2024, OIRP completed the foundational work including the establishment of their vision, mission, and values. ORIP administered a comprehensive survey at the end of 2024 to gather valuable insights from key partners and stakeholders, ensuring that the planning process considers diverse perspectives.

At present, the survey results are being analyzed, and the team is preparing to define the Office's strategic priorities, set actionable goals, and identify key performance indicators. These strategic components will be finalized in early 2025, positioning ORIP for effective and impactful execution in the coming years.

## Process Improvements

### **WA Department of Health (DOH)**

Results Washington partners with DOH to assist in the scoping and execution of their Credentialing Improvement project. RW serves as the liaison between DOH and the Governor's Office to provide updates and share DOH's progress while providing recommendations for improvement, as necessary.

DOH made great strides to improve their credentialing processes in 2024. A few major milestones and activities included:

- The first release of the Health Enforcement and Licensing Management System (HELMS) went live in April for applicants to use for their initial application process. There will be two additional rollout releases by the end of 2025 for HELMS prior to its full implementation as the state's healthcare licensing system.
- The Office of Customer Service and Office of Health Professions went through a vast organizational transformation that was completed in May to help streamline the roles of credentialing staff for more efficient application processing.



	<ul style="list-style-type: none"> <li>• DOH presented at Results Washington’s Public Performance Review in June to share about healthcare provider credentialing and their improvement efforts to reduce barriers and improve licensure timeframes for our healthcare providers.</li> <li>• A Credentialing Improvement Project team was fully formed in September and identified 49 improvement projects (13 of which have already been completed!) and activities to support reducing the credentialing backlog and processing timelines.</li> </ul> <p>A few professions that saw significant improvements to their average days to licensure in 2024 (from quarter 1 to quarter 3) included:</p> <ul style="list-style-type: none"> <li>• <b>Dental anesthesia assistant:</b> 163 to 43 days (73% decrease)</li> <li>• <b>Licensed behavior analyst:</b> 104 to 50 days (52% decrease)</li> <li>• <b>Optometrist:</b> 187 to 48 days (74% decrease)</li> <li>• <b>Pharmacist:</b> 264 to 171 days (35% decrease)</li> <li>• <b>Social worker:</b> 301 to 165 days (45% decrease)</li> <li>• <b>Substance use disorder professional:</b> 335 to 215 days (36% decrease)</li> </ul>
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Office of Minority and Women’s Business Enterprises Business Certification Process Improvement	<p>In March of 2024, RW partnered with OMWBE to conduct a high-impact continuous improvement initiative aimed at <b>significantly reducing the time required</b> for the business certification process. The goal was to enhance OMWBE’s capacity to manage additional certifications from cities and counties fostering more equitable business opportunities statewide.</p> <p>This initiative addressed the standardization of processes, procedures, and templates, while also identifying key opportunities for <b>improving the customer experience</b> and <b>implementing technical</b></p>
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**enhancements.** Notably, this marked the first in-person gathering of this statewide team since the onset of COVID-19, allowing members to engage in meaningful, face-to-face discussions for the first time in years.

Through open dialogue and collaborative problem-solving, the team identified a range of innovative approaches to streamline and standardize processes. By aligning on best practices, they developed a clear roadmap to drive efficiency and improve service delivery. The outcome of these discussions was a 30, 60, 90-day action plan, outlining key steps to:

- **Simplify application processes** for both customers and staff
- **Standardize workflows** for greater consistency
- Implement Lean principles to **optimize efficiency**
- Develop and automate communication templates to **enhance clarity** and **reduce friction** in the certification process
- Create a **centralized digital repository** for staff procedures and key customer-facing information

When asked about the key takeaways from the session, team members highlighted the following outcomes:

- **Simplified and more intuitive processes** for applicants and internal staff
- A **standardized approach to certification**, ensuring consistency
- A leaner, more organized resource structure that **maximizes efficiency and reduces waste**

This collaboration sets a strong foundation for OMWBE's continued growth, enabling the agency to better serve businesses and communities across Washington State while driving operational excellence.

### Department of Children, Families, and Youth

In August of 2024, RW partnered with DCYF to deliver expert-level continuous improvement consulting for one of three major Kaizen events aimed at significantly

### Allocation and Reallocation Process Improvement

streamlining the hiring process. This value stream mapping initiative, with strategic sponsorship from the Deputy Secretary of Operations and the Assistant Secretary of the Office of Transformation, focused specifically on optimizing the allocation and reallocation process.

The project team was comprised of key leaders including the HR Director, the Early Learning Division Deputy, and the Deputy Chief Financial Officer of Operations, along with subject matter experts and process stakeholders. Together, they developed a comprehensive current state map, uncovering multiple opportunities to enhance efficiency. Notable improvements identified included the standardization of forms, increased visibility of the process for internal stakeholders, and the elimination of redundant touch points.

The team's future state vision indicated the potential to reduce the process time by weeks if not months. Beyond the technical outcomes, the collaborative effort resulted in a deeper understanding of the process and the interdependence among team members. Reflecting on the experience, one participant noted, "The most rewarding part was seeing it all come together at the end into an action plan!"

## Continuous Improvement

### Enterprise Lean and Continuous Improvement Community of Practice

Results Washington hosts the statewide Lean and 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 continuous improvement efforts** their organization or agency is or may be implementing.
- Continue fostering a continuous improvement culture throughout the state that helps us reduce and eliminate waste while increasing the quality of a program or process and its product.

In 2024, we hosted 12 monthly meetings which consisted of 18 unique session topics, ranging from areas focused on enhancing organizational effectiveness and service delivery, quality improvement initiatives aimed at bettering treatment outcomes and job satisfaction, to strategies for effective performance management at a statewide level, and digital accessibility and disability inclusion, ensuring all organizations can participate fully in organizational processes.

The discussions also included the application of Lean methodologies with a focus on increasing efficiency and equity in project execution as well as stakeholder engagement and cultivating a collaborative workplace culture. Several sessions underscored the significance of compassionate accountability and the use of customer feedback as essential tools for continuous improvement, illustrating a comprehensive approach to enhancing both individual and organizational performance.

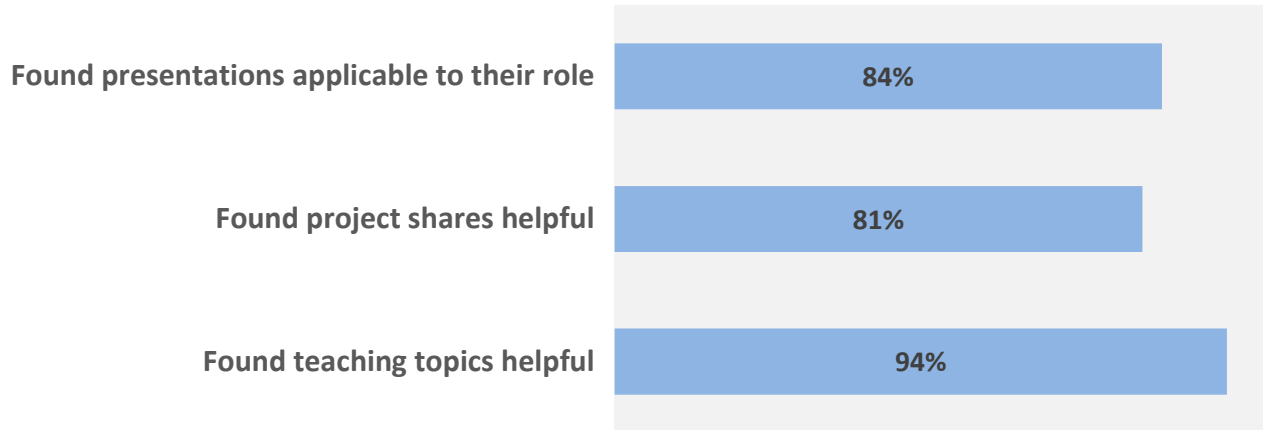
Highlighted statistics on our 2024 sessions:

Attendance rate among state employees	85%
Number of agencies represented in meetings	41
Average monthly attendance	150 members
Highest monthly attendance	208 members in December

The Community meets the third Tuesday of the month from 10:30 a.m. – 12:00 p.m. and is optional for state employees and open to all who would like to attend.



### Attendee surveys show 2024 sessions were valuable to state workers



In addition to our commitment to develop impactful meetings, we also create a monthly newsletter called *The Blast* to recap each meeting and keep community members engaged and informed. To view *The Blast*, past meeting materials and recordings, and the 2025 schedule, visit our [CI CoP webpage](#).

## The Washington State Government Lean Transformation Conference

The 2024 conference theme was *Leaning into the Future*. Governor Jay Inslee kicked off the conference by providing stories on process improvement from agency partners such as the Department of Commerce, Department of Revenue, Department of Enterprise Services, WaTech, and Department of Corrections.

Results Washington welcomed almost 4,000 attendees including participants from state and out-of-state agencies, local government, higher education, non-profit organizations, and the private sector.

The conference provides state employees with exposure to new techniques and tools and inspires improvement efforts. Such efforts support the culture of continuous improvement in WA state government.

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

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:

*"There was a lot of great content that supervisors should employ."*

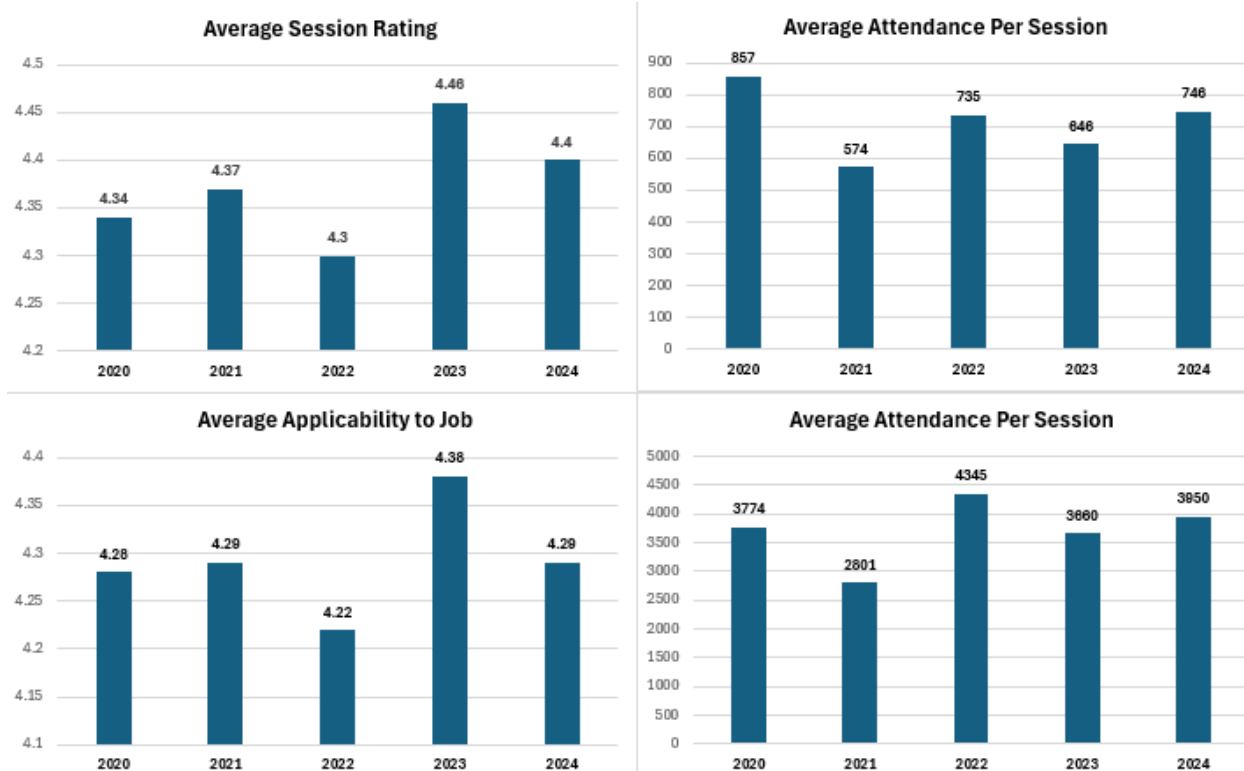
*"Love that it's virtual and we can all participate instead of drawing straws to see who gets to use travel dollars."*

*"The most enjoyable speakers interacted with us versus using a lecture style."*

### Conference Attendance Overview – Multiple Year Comparison

	2019	2020	2021	2022	2023	2024	
Average Number of Sessions Per Person	*	5.2	4.9	4.4	4.3	4.53	↑
Total # of Registrations	*	31,379	23,530	32,536	30,330	34,721	↑
Total Attendance for all Sessions	*	19,718	13,782	19,314	15,509	17,900	↑
Average Attendance Per session	*	857	574.25	735.29	646.20	746	↑
Average Time in Session	*	48	46	47	48.25	45.74	↓
Average No Show Rate	29%	38%	42%	40.5%	48.8%	47.2%	↓
Average Attendee Rating of Session Quality (1-5)	*	4.34	4.37	4.30	4.46	4.40	↓
Average Attendee Rating of Applicability to Job (1-5)	*	4.28	4.29	4.22	4.38	4.29	↓
<b>Total Attendees</b>	<b>2,688</b>	<b>3,774</b>	<b>2,801</b>	<b>4,345</b>	<b>3,613</b>	<b>3,950</b>	↑

\*2019 data based on in-person attendance



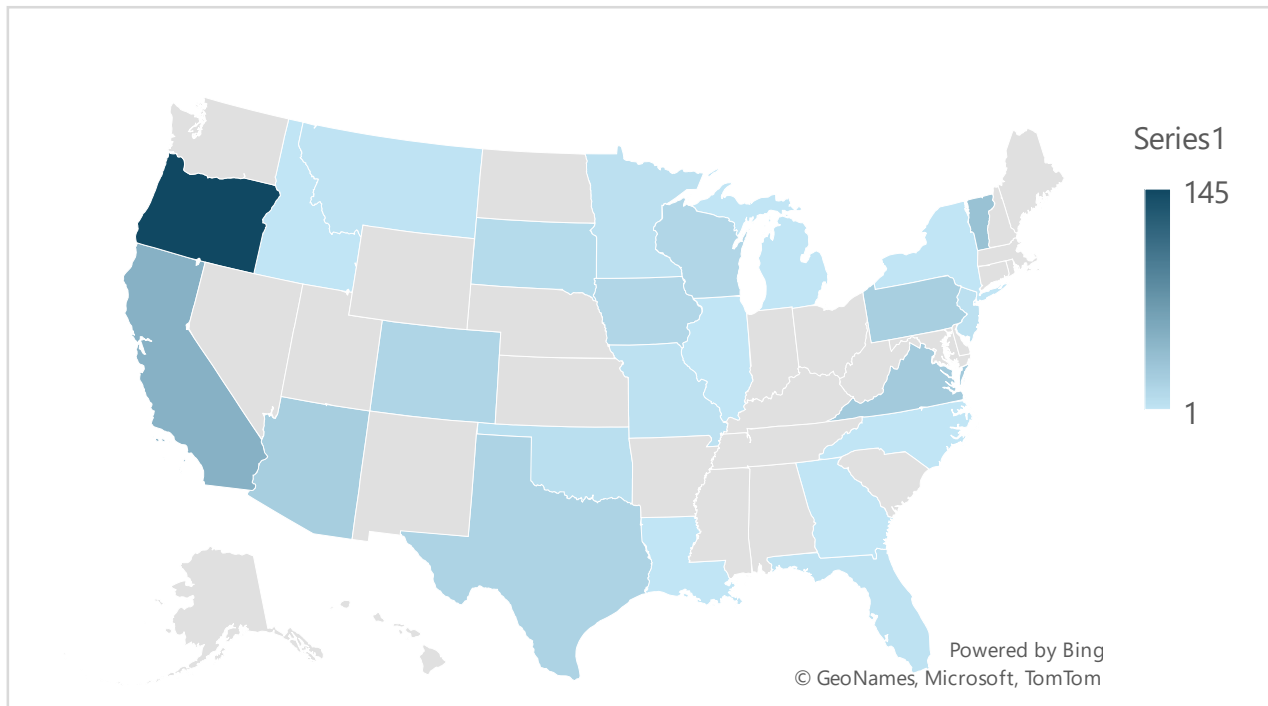
We saw an overall increase in attendance from 2023 to 2024. We continue to see a substantial demand for this content with significantly more attendees taking part in the virtual conference compared to those attending the last in-person conference in 2019.

#### Attendance by Organization Type

Organization	2019	2020	2021	2022	2023	2024
Federal	160	60	76	43	80	6
Higher Education	112	181	102	156	90	117
Local Government	363	615	459	535	448	589
Non-Profit	131	114	100	54	72	26
Private Sector	133	118	147	98	107	179
State Government	1,779	2,613	1,886	3,543	2,816	3,033
Tribal Government	10	3	21		0	0
<b>Totals</b>	<b>2,688</b>	<b>3,704</b>	<b>2,791</b>	<b>4,429</b>	<b>3,613</b>	<b>3,950</b>

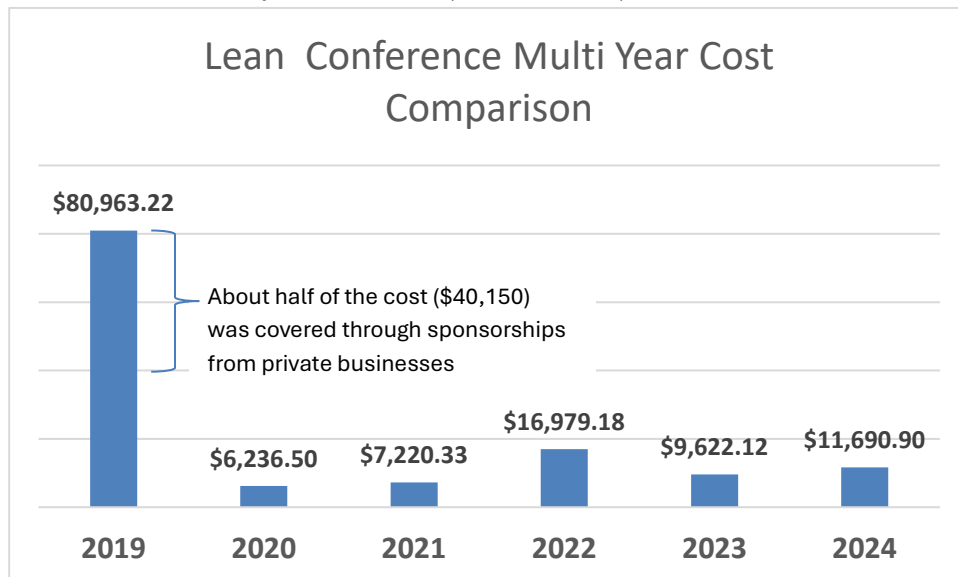
#### Attendee Locations

521 Attendees were from outside Washington including 396 from 24 US states and 122 from 4 Canadian provinces as well as 3 attendees from the Netherlands.



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

2019 was the last time the conference was held in person. All other years are virtual.

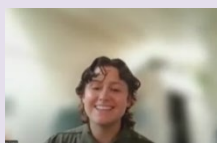




## Reflection Series

In 2024 Results Washington launched the Reflection Series, with videos and testimonials from Washington State agencies explaining their lessons learned and improvements made over a wide range of topics. These videos are on the [Results website](#) to promote continuous growth and improvement across the state enterprise, supporting agencies and teams in learning from each other's experiences.

### Bridging the Pay Gap: Empowering Washington's Women and Girls Through Collective Action



Eliza Craig, the Communications and Outreach Coordinator for the Washington State Women's Commission, shared about an ongoing impactful statewide campaign that **seeks to bring together elected officials and state agencies, business and labor leaders, and academics to close the pay gap for Washington women and girls.**

### Improving Outcomes, Enhancing Well-Being



Rain Carei, a psychologist with the Department of Corrections, **shared insights about an inspiring project called Redesigning Quality Indicators, which aims to improve outcomes and enhance job satisfaction.** In her interview, she discussed the connection between quality indicators, service provision, client recovery, and the reduction of staff burnout.

### Preserving Heritage, Promoting Justice



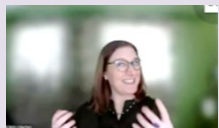
Allyson Brooks, the Executive Director of the Department of Archaeology and Historic Preservation, is involved in an exciting ongoing project **focused on promoting equity and environmental justice by identifying cultural resources across Washington State.** She is eager to share her thoughtful, people-centered approach that aims to preserve culturally significant sites, although there is still much work to be done.

### Integrating Lean and Equity for Impact



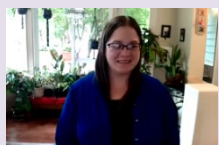
Jeremy Walker, an Equity Analyst with the Department of Commerce, discussed a project that showcases how his division and agency are thoughtfully and intentionally **integrating Lean principles into their equity work.** This initiative, which covers a range of services, is not merely a task but a mission **aimed at supporting, valuing, and uplifting the people of Washington.**

### Efficiency for Better Care



Beth Adams, the Lean and Continuous Improvement Manager at the Department of Social and Health Services (ALISA), discussed a project focused **on streamlining the process for individual providers to connect with and start working with their clients**. The goal of this initiative is to reduce the time it takes for providers to begin delivering care to the adult population in need of their services.

### Empowering People Through Equity



Marie Burrows serves as the HR Director of People and Culture at the Washington State Employment Security Department (ESD). She discusses a project aimed at **applying an equity lens to employee engagement data** with the goal of enhancing the overall employee experience at ESD.

### Amplifying Voices, Empowering Change



Sam Fennell, the Operations and Policy Manager at the LGBTQ Commission, spoke passionately about a significant project **designed to give LGBTQ youth and young adults a platform to express their concerns regarding policy and government**. The initiative aims to raise awareness about the challenges they face and empower them to lead the next generation.

## Agency Success Stories

Results Washington highlights innovation by acknowledging and publishing agency success stories annually. 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 agencies and employees using Lean thinking that directly impacts and improves how Washington state government delivers services to Washingtonians.

Below are just a few examples submitted in 2023 from Washington state agencies showing measurable change.



The department of Commerce's Community Reinvestment Project (CRP) is a community-designed plan to *uplift communities disproportionately harmed* by the historical design/enforcement of criminal laws and penalties for drug possession. Their team is building community power with partners across the state to *support economic development, reentry services, legal assistance, and violence prevention*. The goal is to create lasting economic benefits, build wealth, and ensure everyone has a fair chance at success.

Over the next decade, they will generate up to **\$1.6 billion in economic benefits** for targeted communities. With \$200 million already contracted and benefiting individual households, the project remains on track to make a significant impact in the lives of Washingtonians. This includes *creating jobs in partnership with diverse small businesses*, offering training programs to meet workforce needs, higher self-sufficient incomes for people to support their families, helping people acquire assets like homes and new businesses, and increasing the safety of our neighborhoods through community-led projects.



Department of Enterprise Services



Last July, with collaboration from the WaTech Web Services team, the Washington State Capitol Campus launched a *new website designed to improve the visitor experience*. The redesign took over 12 months and involved extensive research. The primary goal was to create a visitor-centered platform that showcases the Capitol's architecture, art, and history while promoting citizen engagement and accessibility.

The redesign applied LEAN principles, focusing on *eliminating waste, enhancing user value, and promoting continuous improvement*. The team simplified the content to prioritize visitor needs, such as information about events and tours. The WaTech team employed

human-centered design, restructuring the site to improve navigation and reduce complexity.

The result is *an intuitive, user-friendly experience* that aligns with LEAN's goals of streamlining processes and enhancing flow. The new design reduces waste and *ensures the site remains adaptable, delivering lasting value* to its users.



Department of Corrections

Since 2022, the Department of Corrections (DOC) Health Services Division has been *improving healthcare services provided to incarcerated individuals* through the Patient Centered Medical Home (PCMH) project efforts.

The staff began designing *new ways for patients to access care* provided by their healthcare team, collaboratively working together to coordinate patient care needs, and partnering with custody to help get patients to their medical appointments both in HS clinic as well as bringing healthcare to living units, several DOC HS facilities have been able to *increase the number of patient medical appointments capacity by more than 50%*, with some providers doubling daily appointments capacity.

How has access to care and health outcomes improved? DOC's patient population *living with diabetes are able to see their providers more frequently* (improvement from 77% to 89% of DM patients are seen by their provider when needed) and an increased number have controlled blood sugar levels (an improvement from 66% to 73%).

Those patients living with *hypertension are able to see their providers more frequently* (improvement from 56% to 72% of HTN patients are seen by their provider when needed) and an *increased number have controlled blood pressures* (an improvement from 29% to 54%).



Department of Revenue

*The Department of Revenue's Working Family Tax Credit program is making a difference in combatting poverty across Washington. In 2023 more than **162,000 households** received a share of the \$115 million in **refunds** issued – reaching **234,000 children statewide**. The team at DOR used the voice of the customer to make significant improvements to the program in its second year to increase access, equity, and take-up. In year two the numbers have dramatically jumped, already exceeding last year's figures with four months left to go. Through the end of August more than 185,000 households have been refunded over \$139 million, including 273,000 children. That's a **25.6% increase in refunds** and **32.1% increase in money back** to the people who need it most. These are impressive results to be proud of.*

The Department of Revenue's Business Licensing **Services** (BLS) is our state's one-stop services for business licensing. DOR improved its BLS partner change request process. As a result, *partners receive approval or denial of their change request quicker, from 2 months and 15 days to just 5 business days* after receiving the request. They also:

- Decreased errors from 25% to less than 5%. This is an *80% decrease in errors*.
- Decreased the *amount of time it takes to process a partner change request* from 8 hours and 46 minutes to 2 hours and 55 minutes. Processed 34 partner change requests from October through December. Revenue *avoided an average of 5 hours and 41 minutes of processing time per request*, resulting in 193 hours saved.



Department of Veterans Affairs



Employment Security Department



Arts Commission

The Washington Department of Veterans Affairs (WDVA), the Washington Arts Commission (ArtsWA), and the Washington Employment Security Department (ESD) have forged a unique collaboration centered around a shared purpose: *building and sustaining healthy communities and enhancing quality of life*. This partnership has led to two distinct opportunities: the annual Serving Those Who Served (STWS) conference and the WDVA receipt of the Wellness, Art, and Military (WAM) grant.

The conference offered networking opportunities, expert insights, and interactive sessions on topics such as veteran benefits, employment best practices, and behavioral health. The inaugural STWS conference saw 43 attendees, while the *2024 event attracted 375 participants*.

WDVA received grant funding to focus on *recreation therapy, benefiting approximately 1,300 participants—*



*residents and their families.* The funds have supported a variety of artistic activities, including music therapy, painting, gardening, ceramics, leatherwork, comedy, and the presence of art instructors. These programs have *enriched the lives of WDVA residents, fostering creativity and enhancing their overall well-being.* These examples highlight the powerful impact of collaboration: informing veterans about their earned benefits and using creative arts to promote healing and engagement in well-being services. Resources and art transcend cultural boundaries and support healthy living, as evidenced by the positive interactions with our residents and their families..



Department of Labor & Industries

To meet the changing needs of customers, The Department of Labor & Industries. piloted a program on *virtual electrical inspection* in 2017. These virtual inspections allow customers to easily schedule online.

- Now, L&I performs *more than 4,500 virtual inspections a month.* About 10 percent of the inspectors are handling 20 percent of the inspections.
- Program outreach to contractors, along with *satisfied customers,* are *driving continued growth* in the number of customers wanting to take advantage of these virtual inspections. And L&I is able to take some of the inspectors off the road, *improving safety and saving time and money*



Health Care Authority

*When the Division of Behavioral Health and Recovery (DBHR) joined the Health Care Authority (HCA) the overall transition went smoothly. However, with the transition came some significant impacts on our collective contracting process. HCA's initial efforts revealed several pain points: more than 18 different forms were used for contract initiation, resulting in confusion, manual errors, and excessive handoffs.*

*They implemented ServiceNow (SNOW) which provided the technological platform to address these challenges, allowing HCA to **digitize and streamline its contracting processes**. HCA transitioned the complex GSR process into SNOW. The result was unprecedented improvement, bringing automation and real-time insights to contract tracking, risk assessments, and document management*

*The GSR SNOW improvement efforts continue to have an enormous positive impact for HCA and potentially for other state agencies that need improvement related to contracting processes.*