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## Method and Approach

This is a living document and will be continually updated to reflect current efforts, budget packages, and the agency’s strategic focus. This document provides a clear connection of the 2023-2025 decision packages and our agency’s strategic direction. Maintenance-level decision packages are not included in the strategic alignment.

This document does not intend to summarize our agency’s entire body of work. This document captures a portion of the broad work done across our organization. **2023-2025 decision packages**, legislation, and enterprise strategic initiatives are aligned to our goals and grouped by agency priorities so we can track our progress towards our mission of keeping Washington safe and working. The **strategic direction** document aligns agency mission, goals, outcomes, values, and strategies.

We are continually working collaboratively to implement this vision. We continue to organize our work through **three lines of business**. We keep bad things from happening to workers, employers, and the public in Washington (Prevention), strive to make affected businesses and workers whole again when bad things do happen (Recovery), and achieve excellence in agency operations to continue delivery of quality services (Support).

The opportunities and strategic objectives are a snapshot of the current strategic planning work done by the executive leadership team and strategic advisors during the summer of 2022. This process has involved:

- Committing to our Mission, Goals, and Values
- Building a vision for 2030 by analyzing fundamental opportunities and challenges facing the agency and the people of Washington.
- Developing draft strategic objectives to address the highest priority opportunity themes.

Work to prioritize, scope, and sequence this work into a six-year roadmap will continue in 2022 and 2023. This roadmap will include our current portfolio of work, and planned work. This strategic plan will also continue to integrate with the agency Diversity, Equity, and Inclusion Plan recently submitted to the Office of Equity.

Strategic Direction: Mission and Goals

Mission	<h2>Keep Washington Safe and Working</h2>					
Goals	 <p><b>Goal 1</b> Keep workers and the public safe.</p>	 <p><b>Goal 2</b> Help injured workers heal and return to work.</p>	 <p><b>Goal 3</b> Make it easy to do business and engage with L&amp;I.</p>	 <p><b>Goal 4</b> Help honest workers, businesses and providers, and crack down on the dishonest ones.</p>	 <p><b>Goal 5</b> Ensure L&amp;I is the employer of choice.</p>	
Results	Zero work-related fatalities, injuries, and illnesses at Washington workplaces.	People and businesses in Washington recognize and take action to address public safety hazards.	We prevent disability through successful interventions.	Worker rights are honored in Washington.	It's easy for our customers to know what they should do and why they should do it.	Serious violators are identified and held accountable, while we provide guidance and help to employers and workers.
Our Values	Customer Focus	One L&I	Respect	Diversity, Equity and Inclusion	Learning and Growth	Reliability
Strategies	<h3>Business Transformation</h3>					
	<p><b>Prevention</b></p> <p><b>Recovery</b></p> <p><b>Support</b></p>	<p><b>Taking an Enterprise View</b></p> <p>Growing people</p> <p>Improving processes</p> <p>Leveraging technology</p>	<p><b>Investing in a Shared Culture</b></p> <p>Engaging people</p> <p>Building a healthy organization</p> <p>Living our values</p>	<p><b>Understanding the Customer's Perspective</b></p> <p>Make it easy</p> <p>Clarify how</p> <p>Know why it matters</p>	<p><b>Measuring What Matters</b></p> <p>Agencywide transparency</p> <p>Customer-focused results</p> <p>Data-driven decisions</p>	<p><b>Leveraging Strategic Partnerships</b></p> <p>Community collaboration</p> <p>Better together</p> <p>Shared goals</p>

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The agency remains committed to our Strategic Direction. **Our Mission** is to “Keep Washington Safe and Working.” We are committed to our **Agency Goals** and **Measuring Our Success** by:

1. **Keep workers and the public safe**
  - a. *WA state workplace fatality rate per 100K employees*
  - b. *WA state workplace injury rate per 100K employees*
2. **Help injured workers heal and return to work**
  - a. *Percent of compensable claims that receive a time loss payment at 12 months post injury*
  - b. *Share of first vocational referrals that result in successful return to work*
3. **Make it easy to do business and engage with L&I**
  - a. *Positive customer experience*
  - b. *Online user action success percentage*
4. **Help honest workers, businesses and providers, and crack down on the dishonest ones**
  - a. *Fraud return on investment rate*
  - b. *Significant violators are identified and held accountable*
5. **Ensure L&I is the employer of choice**
  - a. *Cultural health index score*
  - b. *Employee turnover rate*



## Agency Values

We strive to embody our **Agency Values** in all our work. We developed our agency values through a series of structured focus groups with employees throughout the organization. These ideals represent the organization we want to be, so we can thrive and succeed in our agency mission.

	<b>Customer Focus</b> Understanding our customers to shape how we do business
	<b>One L&amp;I</b> Working across divisions, regions, and programs to best serve our customers
	<b>Respect</b> Seeing the best in each other, checking our assumptions, and uplifting others
	<b>Diversity/Equity/Inclusion</b> Building a diverse workforce where all people have a voice in L&I's success, and opportunities to grow and thrive
	<b>Learning and Growth</b> Empowering each other to reach our greatest potential
	<b>Reliability</b> Doing what we say we'll do, following up and following through



# 2023-2025 Strategic Plan

## 2030 Opportunity Themes and Strategic Objectives

The agency goals are critical to our agency’s success and our organizing principle. We have identified **themes and strategic objectives** that will enable us to deliver on our agency goals and mission. All themes and strategic themes align directly to our agency five goals and mission.

Theme and Opportunity	<p><b>1. Innovation and Best Practices</b></p> <p>Anticipate, identify and Respond to changes to protect workers' rights, support employers and keep workplaces safe.</p>
DRAFT Strategic Objectives	<p><b>1A</b> Understand and mitigate emerging risks to workers and employers in Washington.</p> <p><b>1B</b> Leverage external partnerships, incentives, regulatory authority, and outreach strategies to protect workers’ rights, educate employers, and create a positive safety culture in Washington workplaces.</p> <p><b>1C</b> Take an evidence-based approach to systematically test new ideas and learn from best practices used elsewhere to improve outcomes, recognizing changing landscapes.</p>
2023-2025 Decision Packages	<ul style="list-style-type: none"> <li>● <b>Apprenticeship Retention Study</b></li> <li>● <b>New Lab &amp; Training Facility Maintenance</b></li> <li>● <b>2076 TNC FN 22 Session</b></li> <li>● <b>Plumber License Cleanup</b></li> </ul>
	<p>In order to be profoundly successful in 2030, L&amp;I’s approach to keeping Washington safe and working must continue to evolve and adapt to meet emerging needs and risks. Without a deliberate strategy to proactively assess risks and new workplace developments, the agency would gradually be left trying to address yesterday’s issues and concerns, rather than today’s and tomorrow’s.</p>



Theme and Opportunity	<h2>2. Workers' Compensation</h2> <p>Deliver the best possible value to workers and employers through the prevention of Long-Term disability.</p>
DRAFT Strategic Objectives	<p><b>2A</b> Continue to innovate in vocational recovery to reduce long-term disability and preventable work disability and manage system costs.</p> <p><b>2B</b> Seek flexible spending authority to better meet our customers' and employees' needs.</p> <p><b>2C</b> Focus on a worker-centered workers' compensation system, by emphasizing risk management, modernization and adapting our tools and processes to achieve better customer outcomes.</p>
2023-2025 Decision Packages	<ul style="list-style-type: none"> <li>• <b>Workers Compensation Systems Modernization (WCSM)</b></li> <li>• <b>Enhance Provider Support and Outreach</b></li> <li>• <b>Workers' Compensation Predictive Modeling</b></li> <li>• <b>Psychologist as an AP</b></li> <li>• <b>New Self-Insurance Reserve Fund</b></li> <li>• <b>CVC Benefits</b></li> </ul>
	<p>We are a national leader in preventing work disability, non-medical factors that cause a workers' compensation claim to head down a path toward long-term disability. This success requires active participation from the entire recovery system, including employers, health care providers, vocational providers and more.</p> <p>Work disability is caused by things like complexity and delays in the system, claim duration and the worker not being fully aware of their return to work plan. These barriers get in the way of injured workers returning to work. We must continue to provide leadership and innovation in preventing work disability to achieve excellent outcomes for workers and employers. We must deliver the best possible value to workers and employers by achieving excellent workers' compensation outcomes. This success requires active participation from the entire recovery system, including employers, health care providers, vocational providers and more.</p> <p>Customers' experiences should match our intentions. We must develop systemic solutions to reduce delays and ensure quality service so we achieve worker-centric outcomes.</p> <p>We have unique opportunities due to our funding structure and as a public sector insurer.</p>



Theme and Opportunity	<p><b>3. Outreach</b></p> <p>Broaden and improve external partnerships, diversify ways we interact with customers, and better understand our customers’ needs and preferences</p>
DRAFT Strategic Objectives	<p><b>3A</b> Improve L&amp;I services that are not currently equitably accessible to our customers (due to barriers related to language, disability, technological barriers, or other factors.)</p> <p><b>3B</b> Expand and optimize the ways we serve and interact with underserved communities.</p> <p><b>3C</b> Leverage and expand external partnerships with trusted community partners to reach broader audiences and help achieve our mission.</p> <p><b>3D</b> Broaden the ways in which all customers can interact with L&amp;I to get information and serve their needs.</p>
2023-2025 Decision Packages	<ul style="list-style-type: none"> <li>• <b>Equity for Underserved Workers</b></li> <li>• <b>Center for Work Equity Research</b></li> </ul>
	<p>In order to be profoundly successful in 2030, L&amp;I’s systems must meet our legal and moral obligation to effectively serve all Washingtonians, regardless of race, ethnicity, disability, class, language spoken, technological barriers, or other factors.</p> <p>To best do this we must remove system access issues so our customers, especially the underserved and unserved, receive services and protections entitled to them by L&amp;I.</p> <p>Our current systems, processes and structures do not do an effective job of serving everyone, so finding community partners who can amplify the work we do is crucial for long-term success. L&amp;I provides services at a “wholesale” level, whereas these trusted partners can help us reach “retail” niches better.</p>



Theme and Opportunity	<p>4. <b>Data, Processes, &amp; Technology</b></p> <p>Modernize our processes, technologies, and data strategies/security</p>
DRAFT Strategic Objectives	<p><b>4A</b> Scope, implement, and evaluate an enterprise approach to data strategy and security, and reducing sensitive data collection and storage.</p> <p><b>4B</b> Use customer experience data and feedback to develop strategies to improve and modernize business processes; empower customers with paperless, self-service options; and ensure excellent customer experiences.</p> <p><b>4C</b> Modernize, improve and develop new technology systems, such as WCSM, for better services and outcomes.</p>
2023-2025 Decision Packages	<ul style="list-style-type: none"> <li>• <b>Workers Comp Systems Modernization (WCSM)</b></li> <li>• <b>Prevailing Wage IT</b></li> <li>• <b>Conveyance Management System</b></li> <li>• <b>2076 TNC FN 22 Session</b></li> </ul>
	<p>In order to be profoundly successful in 2030, our processes, technology, and data strategy must be up-to-date and not get in the way of providing excellent public service. Focusing on this theme will allow L&amp;I to make more data-driven decisions and give us the tools we need to continue to innovate.</p> <p>A focus on process, not just technology &amp; data, will allow us to stop doing things that aren't working and start doing things to better serve our customers.</p> <p>A focus on data strategy and security will enhance our ability to protect our customers personal information, implement data minimization and better enable us to anticipate and act on their needs in a proactive manner.</p> <p>Successfully implementing new technology systems like WCSM will help streamline and automate manual business processes, leading to more efficiencies and even better return-to-work outcomes for injured workers and others.</p>





Theme and Opportunity	<h2>5. Workforce</h2> <p>Attract, grow, and retain a diverse, skilled workforce</p>
DRAFT Strategic Objectives	<p><b>5A</b> Modernize and broaden our hiring and recruitment methods, seek opportunities to enhance employee compensation where possible, and creatively improve processes to grow and retain a high-performing workforce.</p> <p><b>5B</b> Support and reinforce the values and beliefs that should drive each decision our agency makes, by successful onboarding and investing in our people, culture and values.</p> <p><b>5C</b> Create an environment where people work at their best, feel valued and supported in their growth, and understand how their work contributes to making Washington better.</p>
2023-2025 Decision Packages	<ul style="list-style-type: none"><li>• <b>Enhance Remote Training</b></li><li>• <b>Federal Funds Adjustment (Agency)</b></li></ul>
	<p>We cannot achieve our mission and goals without talented people on our staff to do it. There is fierce competition for talent among public- and private sector employers, which means we can't expect the very best talent to walk through the door without a deliberate strategy. We need to set the standard for other public employers to aspire to if we want to hire and retain the best people.</p>