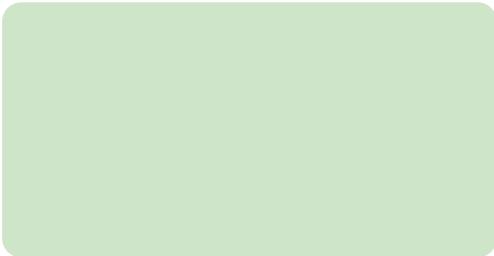




DSHS

Our Future Transformed



The Department of Social and Health Services is made of people serving people, who are caring, person-centered and innovative.

This is our future.

 *Washington State*
Department of Social & Health Services

Transforming lives



Strategic Plans and Metrics

Aging and Long-Term Support Administration
[Strategic Plan](#) | [Metrics](#)

Behavioral Health Administration
[Strategic Plan](#) | [Metrics](#)

Developmental Disabilities Administration
[Strategic Plan](#) | [Metrics](#)

Division of Vocational Rehabilitation
[Strategic Plan](#) | [Metrics](#)

Economic Services Administration
[Strategic Plan](#) | [Metrics](#)

Facilities Finance and Analytics Administrations
[Strategic Plan](#) | [Metrics](#)

Office of the Secretary
[Strategic Plan](#) | [Metrics](#)

[IT Strategic Plan eBook](#)



Acknowledgements

Strategic Planning Coordinators
Office of Innovation and Strategy
Research and Data Analysis Division
Office of Communications
Administration Communication Managers
Central Budget Office



About the team

Every two years DSHS creates a strategic plan. Creating our strategic plan is a collaborative effort with leaders, strategic planners and staff from each DSHS administration contributing to the plan. This plan is our roadmap to DSHS' future and will be integral to the work we do every day. It identifies where we are, where we want to be and the action plan to get there.

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A MESSAGE FROM OUR SECRETARY

Our clients are experts in resilience.

Our staff are phenomenal in service.

“

No one works harder in our society than our 2 million clients who experience poverty, mental illness, and disability injustices.

Every day the dedicated staff of the Department of Social and Health Services partner with clients to navigate complicated systems and build a strong foundation for well-being.

The ambitious goals in this book tell the story of a future DSHS, a transformed agency leading the nation in social services.

The road is long, the journey is hard and we are already on our way.

– DSHS Secretary Jilma Meneses

”



WHAT WE STAND FOR

Our mission is to transform lives.

This wheel represents our six strategic priorities, each a critical pillar to transforming lives. You will see these themes emerge across our services as we build our future.



Our values are

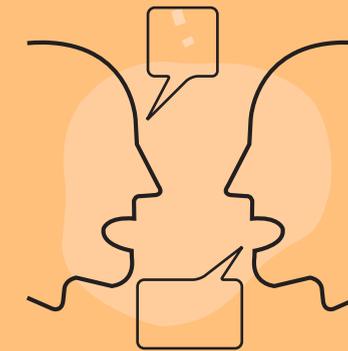
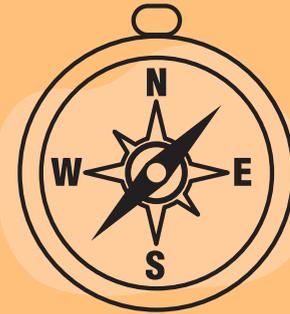
Honesty and Integrity

Pursuit of Excellence

Open Communication

Diversity and Inclusion

Commitment to Service

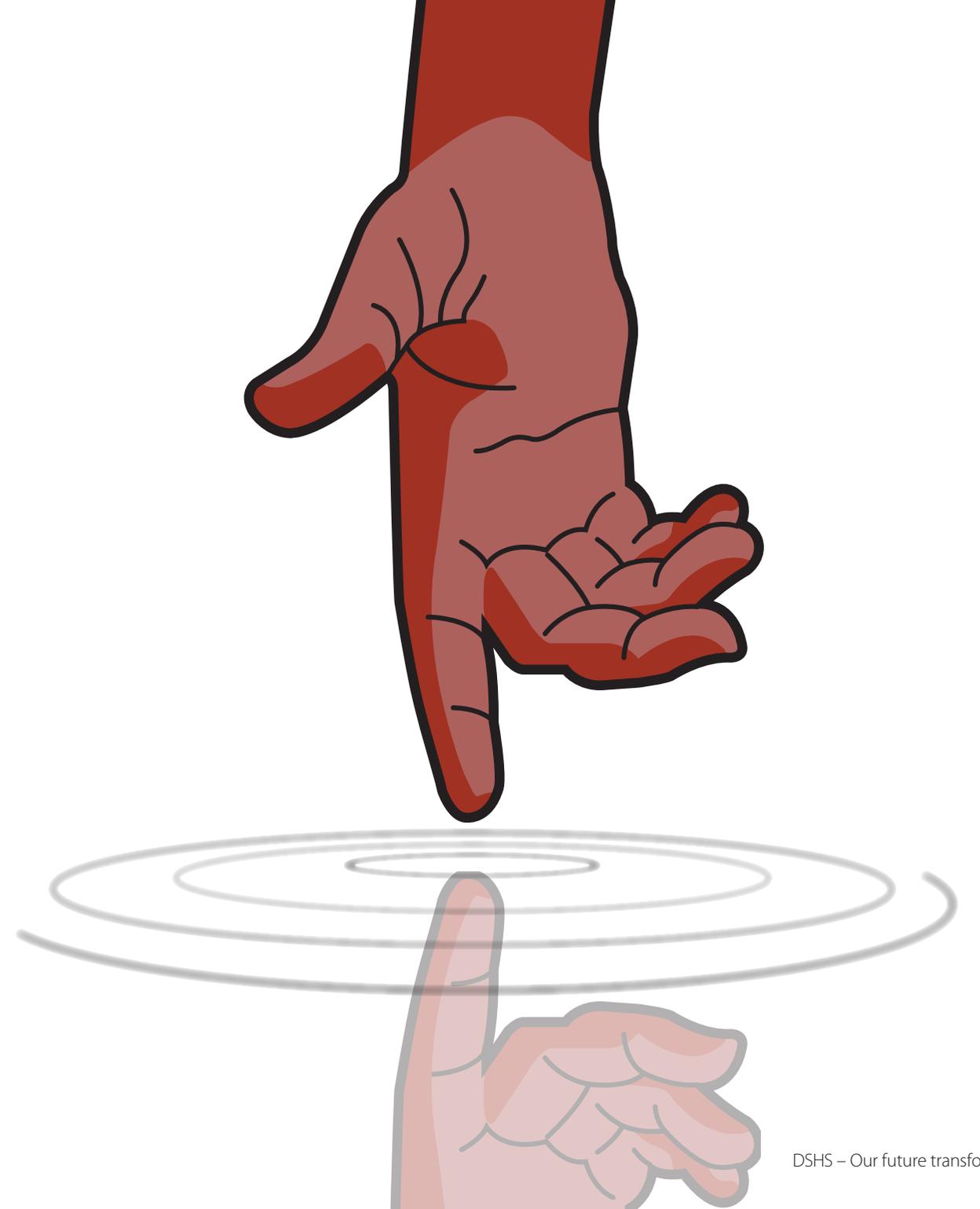


“

Anytime I remember our Mission of ‘Transforming Lives,’ or I hear someone else say it, I feel hopeful. It helps all DSHS staff remember the large impact we have on our customers every day, and how those interactions set a tone for how our customers will interact with and transform the lives of those around them in a ripple effect. Everything is connected.

– *Economic Services Administration Employee*

”



WORKING IN PARTNERSHIP

We are not alone in this work.

The strategic plans for our future are born from ideas from clients, staff, labor unions, community partners, tribal governments, other state agencies, the Governor's Office, legislators and many others.

We thank our partners who make it possible to realize our most ambitious visions for the future.



THE PEOPLE OF DSHS

Guide to our administrations.

As a department we are tied together by a single mission: to transform lives. Each administration within DSHS has a refined focus on this mission.

FACILITIES, FINANCE AND ANALYTICS

Provides the necessary stewardship of the department's physical, financial and intellectual resources by safeguarding the resources needed to care for and support our clients.

BEHAVIORAL HEALTH ADMINISTRATION

Supports sustainable recovery, independence and wellness through funding and delivering effective prevention, intervention and treatment services for youth and adults with mental health conditions and their families.

DEVELOPMENTAL DISABILITIES ADMINISTRATION

Supports people with intellectual and/or developmental disabilities and their families to get services and supports based on need and choice.

AGING AND LONG-TERM SUPPORT ADMINISTRATION

Supports seniors and people with disabilities living with good health, independence, dignity, and control over decisions that affect their lives.

DIVISION OF VOCATIONAL REHABILITATION

Provides unemployment services and counseling to individuals with disabilities who want to work but experience barriers due to physical, sensory and/or mental disability.

ECONOMIC SERVICES ADMINISTRATION

Works to build a Washington without poverty and injustice by helping children, adults, and families weather the storms of life so they can reach their full potential through various programs. A national leader in providing poverty reduction services to nearly 1.8 million people in our state. We provide tools and resources to build well-being including cash grants, food and medical assistance, employment-focused services, refugee assistance, disability determinations and child support collection.

OFFICE OF THE SECRETARY

Supports the success of all programs within the agency through technology services, human resources, equity, diversity, and inclusion, Indian policy, communications, innovation and strategy, public records requests and many more critical central services.

THE PEOPLE OF DSHS

We have the best staff, with a diverse set of skills.

From seamstresses to social workers, we are over 15,000 staff strong.

For each of these staff members, it is our mission to make DSHS their employer of choice. Staff already take incredible pride in their customer service. We take pride in taking care of them.

FACILITIES, FINANCE AND ANALYTICS

924 staff



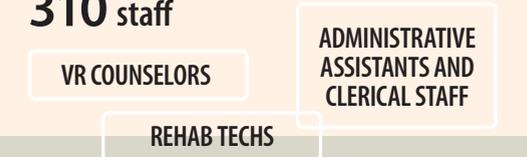
BEHAVIORAL HEALTH ADMINISTRATION

3,862 staff



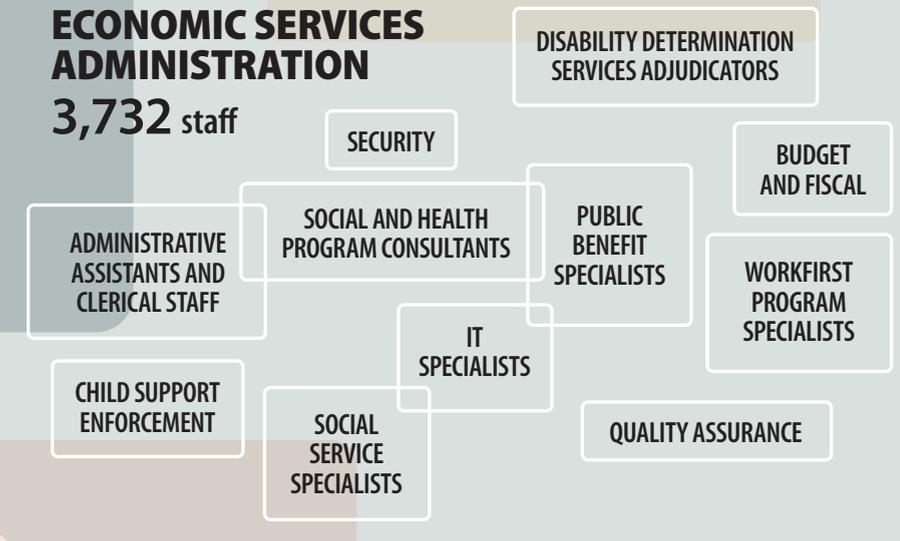
DIVISION OF VOCATIONAL REHABILITATION

310 staff



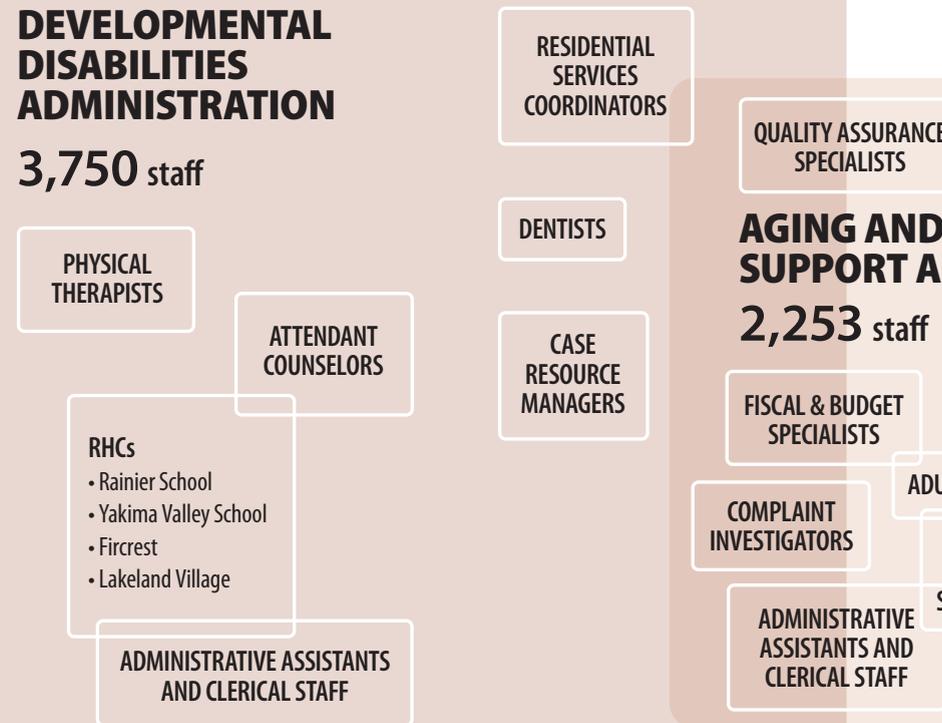
ECONOMIC SERVICES ADMINISTRATION

3,732 staff



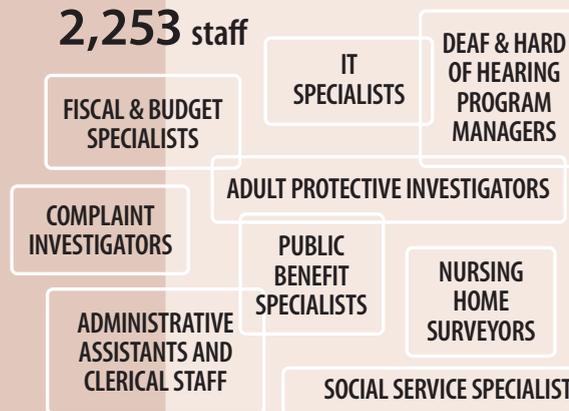
DEVELOPMENTAL DISABILITIES ADMINISTRATION

3,750 staff



AGING AND LONG-TERM SUPPORT ADMINISTRATION

2,253 staff



OFFICE OF THE SECRETARY

461 staff



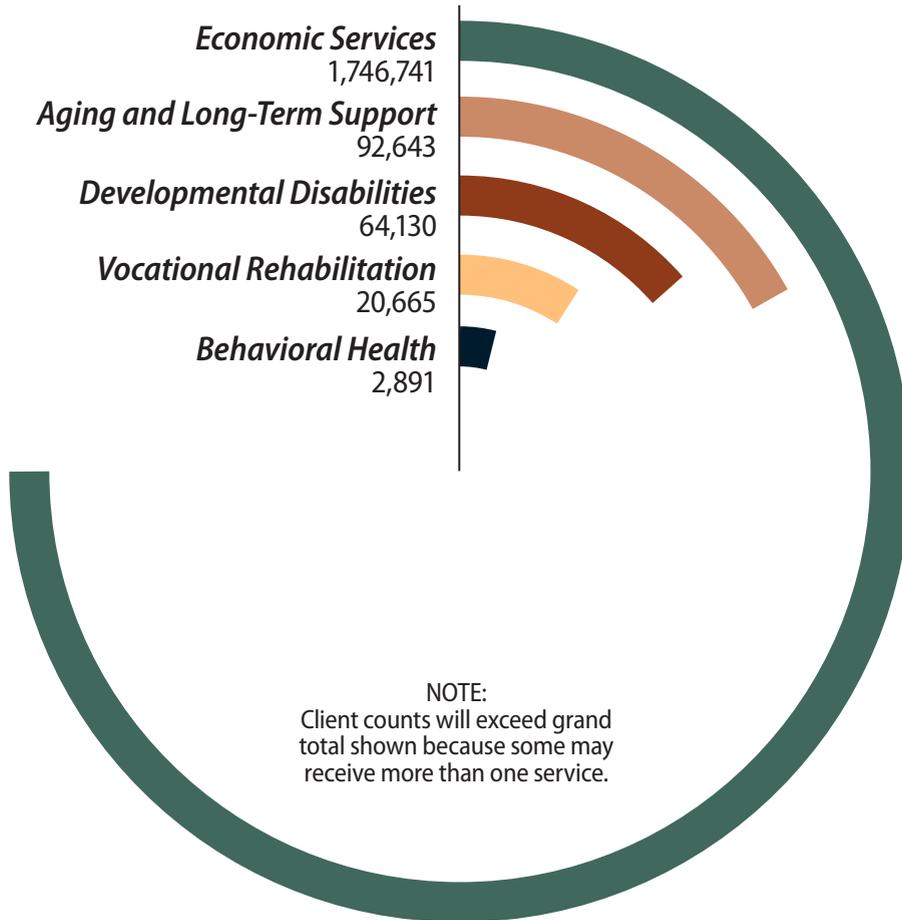
Supporting Washingtonians in reaching their full potential.

The 1.8 million clients who engage yearly with our services come from all walks of life and live in all corners of the state. That's nearly one in four Washingtonians who are building their well-being, through our programs, to fully participate in their communities.

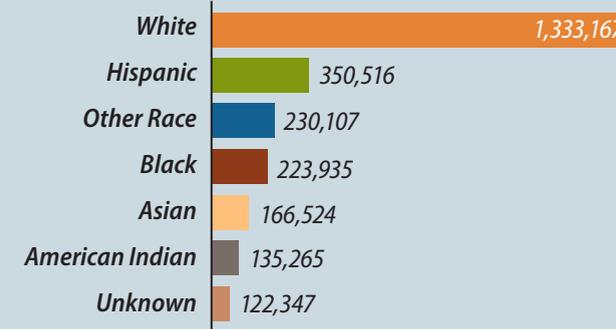
DSHS CLIENT COUNTS

TOTAL CLIENTS

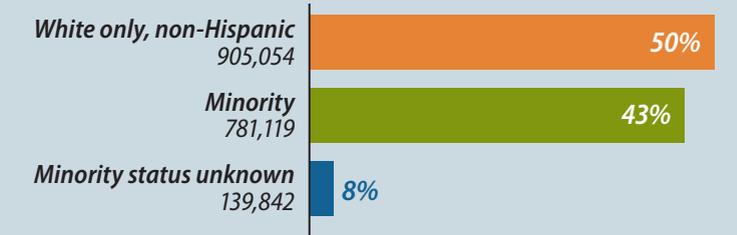
Unduplicated (SFY 2019) = 1,826,015



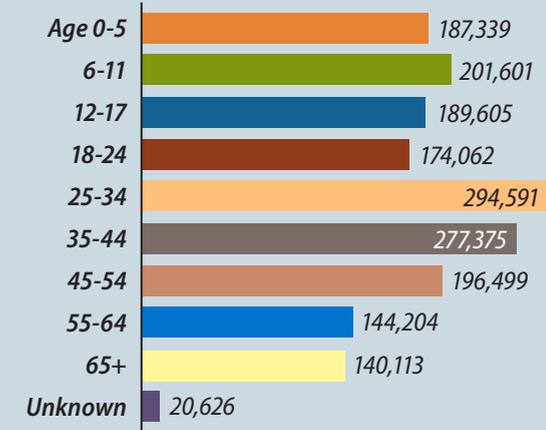
RACE/ETHNICITY OF DSHS CLIENTS



MINORITY STATUS OF DSHS CLIENTS



AGES OF DSHS CLIENTS



GENDER OF DSHS CLIENTS



Listening to our clients.

Every two years, nearly 1,000 clients share their experiences using DSHS services. In 2019, we received our highest positive ratings on record. Clients also shared many ideas for improvement, such as shorter wait times and access to offices, which we will build into our future.



92%

of clients said staff treated them with courtesy and respect.



89%

of clients said services help them and their families.



14%

increase in the number of clients who said it's easy to get a person on the phone.

“

They cater the plan to meet the individual's needs. They were compassionate and understanding and provided me with the tools I needed to help my son progress at home. Everyone we have dealt with has been wonderful.

– *Developmental Disabilities Administration Client*



In DDA, we are helping individuals integrate safely into the community and discover a life they may have thought beyond them. Our efforts cascade across a variety of individuals, from family members to other care providers. Our demand for excellence transcends barriers, and that is inspiring.

– *Developmental Disabilities Administration Employee*





DSHS gives their employees the ability to transform lives in a variety of facets on a variety of levels and no matter where we are in this journey of transforming lives, we make an impact in some way and that's incredible.

For me, that means I'm improving my community and the way of life for thousands of people all over the state.

– Facilities, Finance and Analytics Administration Employee



We stand as an anti-racist agency.

At DSHS, it is our social responsibility to dismantle structural racism wherever it presents itself in our work, for staff and clients.

Black, Indigenous, Latinx and all communities of color have too long experienced inequalities in social services, such as quality jobs and promotions, health care and mental health services, safe and affordable housing and stable sources of food.

Our staff have already propelled the agency's equity, diversity, access and inclusion efforts in motion. We build on this work through a three-year anti-racism action plan that will shape our budget, leadership diversity, training and culture.



“

Our progress toward becoming an anti-racist, Equitable Transformational Organization is framed in our strategic plan, which demonstrates our deep commitment to transform how we do things, break down barriers to advance equity and eliminate structural racism inherent in our systems. DSHS is all-in!!!!

*– Theresa Powell / Senior Director / Office of Diversity and Inclusion
Office of the Secretary*

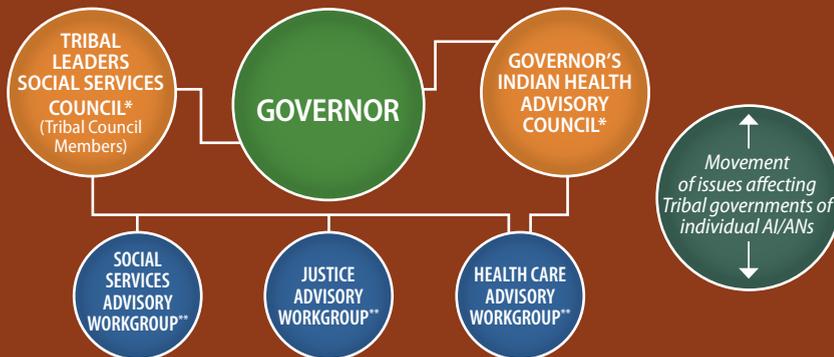
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Evolving our Tribal Government relationships.

The State of Washington is praised by other tribal governments across the nation for the state's effort to consult and collaborate with tribes. DSHS has been a big part of developing that through our history of working with tribal governments and organizations.

In a new government-to-government framework, tribes will partner with DSHS and other state agencies to elevate and address issues affecting their communities. This model brings together the Governor's office, tribal leaders and departments to consult and inform our policies, practices and our future.

Cross-Agency Government-to-Government Framework for Social and Health Services



* Agencies represented by executive leadership (e.g., secretary, agency director, etc.)

** Agencies represented by relevant executive or senior leadership (e.g., assistant secretary, program director, etc.)



“

DSHS began a journey with tribal governments that has taken all of us across decades of incredible capacity building via the bridges we have built together. Through the years, various tribal delegates and leaders have shared that while the work we've been doing together is very important, the relationships that have come from the shared work are incredible and valued.

– Tim Collins / Senior Director / Office of Indian Policy
Office of the Secretary

”

Client choice

The best caregivers, the best supports and the best life.

For elders and individuals with developmental and functional disabilities, every Washingtonian deserves the best quality of life in the setting of their choosing. DSHS is a national leader in fostering a robust home caregiver workforce, engaging clients with person-centered planning and ensuring safety through licensing and investigations.

And now, we are creating the first long-term care trust in the nation so that all Washingtonians can afford to age with dignity.



Stat Highlights

Aging and Long-Term Support Administration provides:

36,000

new individuals each year with assessment and person-centered care planning

50,000

abuse and neglect investigations each year

3,600

residential facilities with licensing and oversight

600

individuals who are deaf, deaf-blind or hard of hearing with case management

Developmental Disabilities Administration provides:

49,297

individuals with assessments and support planning

18,000

clients with in-home care supports

208

clients in state operated living alternatives statewide

647

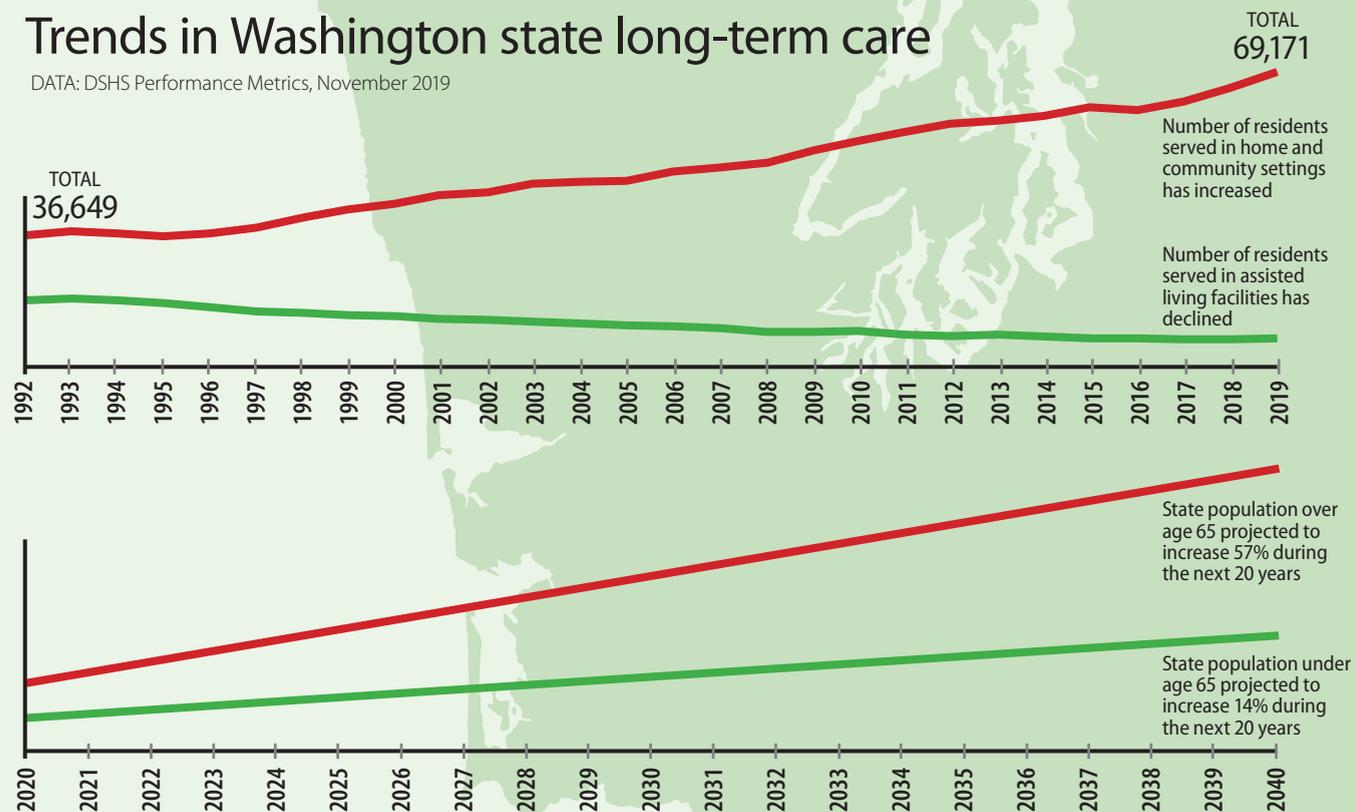
residents with care and support in 24-hour residential habilitation centers

Preparing for aging Washingtonians.

Washington's population over age 65 will increase 57% in the next 20 years. Those receiving long-term services and supports have an average of five chronic medical conditions. DSHS leads the nation in providing services for aging Washingtonians.

Trends in Washington state long-term care

DATA: DSHS Performance Metrics, November 2019



Client story.

Mr. S, and 87-year-old client, was admitted to a nursing facility in January 2020 with paralysis on one side of his body after having a stroke. He made it very clear that his preference was to return to a community setting. He worked through his therapies and was able to make gains in his mobility, although he still required extensive assistance. The family reported that the adult family home search was challenging, particularly during the early months of the pandemic, when many were hesitant to admit someone from a nursing home. However, after nearly three months of searching, Mr. S's family found an adult family home in his community. He transitioned to the home and is doing well in his new home.



We have a bold 10-year plan to dismantle poverty.

A plan designed by and for community, the work of Governor Inslee's Poverty Reduction Work Group, which is co-led by DSHS, the Department of Commerce and the Employment Security Department, calls on all state agencies to understand structural racism, address holistic family needs and center the needs of people experiencing homelessness, violence, mental illness and addiction.



The Poverty Reduction Workgroup's **Ten Year Plan** can be found at: <https://dismantlepovertyinwa.com/>



“ I am a survivor of domestic violence, so these programs helped me when I really needed them. They made me feel like family when I went in (to White Center CSO) for help. I was able to get a CNA certificate and now I’m going to start a new job. I’m going to be independent now, because you guys helped me.

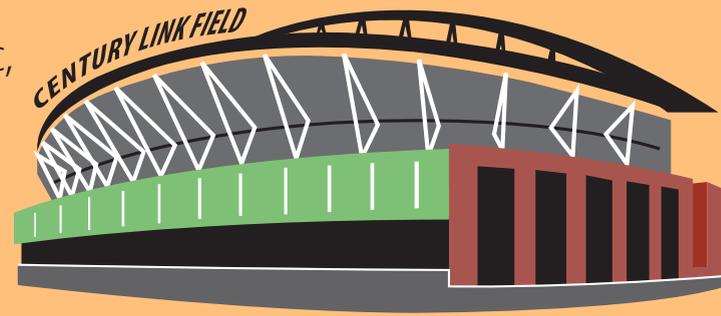
– *Economic Services Administration,
Community Services Division Client*



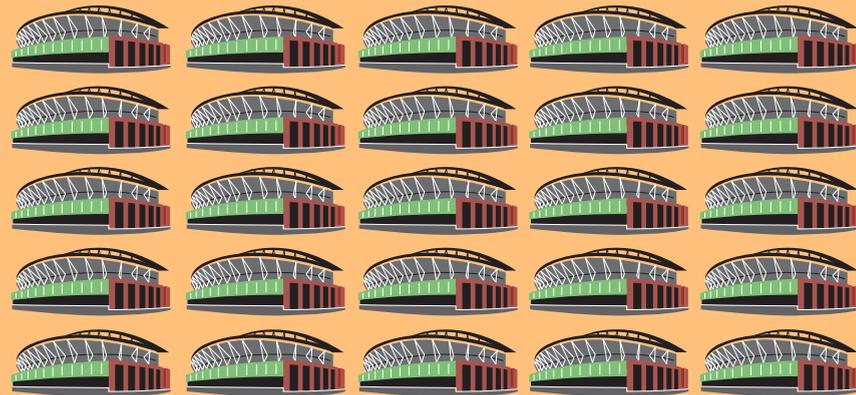
1.8 million Washingtonians struggle to make ends meet.

We will partner together to design better services.

Prior to the COVID-19 pandemic, 1.8 million Washingtonians – over 500,000 of them children – lived in a household that struggled to make ends meet.



That's enough people to fill 25 stadiums the size of CenturyLink Field¹. We know even more families will battle with the long-term financial impacts of the pandemic for years to come.



¹ DSHS/ESA analysis of 2017 American Community Survey data.



DVR, which supports clients who have significant barriers to employment, is working to increase the number of clients with incomes at or above 200% of the federal poverty level.



ALISA is implementing strategies to address poverty through the long-term care workforce shortage by creating access to training, health care and increasing wages.



DDA is looking to increase the employment opportunities for individuals with developmental disabilities to 67%.



ESA is transforming case management to provide critical services and meaningful resources using a whole-person/family approach. This includes using clients' voices to improve services.

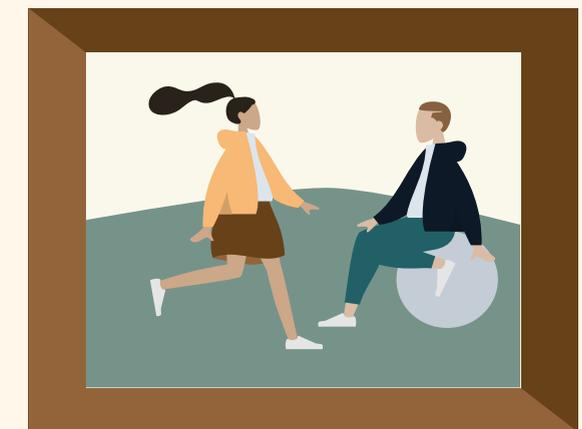
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Myself and my family have utilized nearly every public assistance resource the State of Washington has offered over the past 40+ years.

DSHS services have helped my mother get her master's degree and become a CPA, helped us to provide good care for my dying father in his final five years of life, provided rehabilitation services for my sister to be able to recover from drug addiction, provided child care assistance for me as a single parent, helped my daughter's father to provide child support for her, worked with us to obtain foster care licensing so that we could expand our family and provided critically needed medical care for my niece born with congenital birth defects.

These are things that have transformed the lives of my family, and there are so many more ways as well. I feel proud to be a professional in the line of work that has done so much to do all these types of things for the people of our state. I am inspired to be a piece of that legacy to help others.

– *Economic Services Administration Employee*



We are transforming mental health care.

As we face the mental health crisis in our state ¹, we must move quickly to build community capacity, modernize facilities and support our incredible workforce in providing the care Washingtonians deserve.

*We are trying to provide 21st century medical care using a 19th century model of care. Large institutions were popular in 1918, but in 2018, we know smaller hospitals closer to home are far more effective for patients. Through a combination of mostly state-run options, we will be able to serve nearly all our civil patients in smaller facilities that are much closer to home and much more able to sustain the kind of supports that ensure patients get the right care at the right time.*²

— Governor Jay Inslee

¹ A 2015 Washington State Institute for Public Policy report found that 24% of adults experience a diagnosable mental health condition and 7% experience a severe mental illness, ranking our state as one of the highest in the nation on these measures.

² Governor Jay Inslee Policy Brief, "Transforming Washington's Behavioral Health Care System." December 2018.

How we get there.

Building Civil Patient Treatment Capacity in Communities.



Creating Centers of Forensic Excellence.

By July 2023, **BHA** aims to reduce civil patient admissions to the adult state psychiatric hospitals by 75% and provide community settings for their care. This ambitious goal is done in partnership across DSHS and with many stakeholders.

FFA's Office of Capital Programs will lead design and construction of small, high-quality mental health treatment facilities across the state's communities.

AL TSA aims to support over 300 individuals every year in transitioning from the state hospitals to community settings as well as diverting 120 clients yearly into community settings.

DDA will transition 24 clients from the state hospitals to State Operated Living Alternatives by June 2023.

BHA and DSHS partners are working to ensure forensic patients receive high-quality and timely mental health care. This work is vital to protecting their constitutional right to a fair criminal justice process.

We are also partnering with community programs and counties to divert individuals to appropriate supports.

FFA's Office of Capital Programs will manage the design and construction of a new forensic state hospital at Western State Hospital.

BHA will open and staff four new inpatient competency restoration wards.

BHA is developing a statewide system of competency restoration admissions where a patient is admitted into the next available opening to fit their competency restoration treatment needs.

Success goals:

- Decrease the number of days to complete personal recognizance/community-based evaluations from 142.9 days to 45 days by June 2023.
- Decrease the number of days to treatment from court order to admission from 40.1 days to 14 days by June 2023.

BHA will grow and expand prosecutorial diversion programs with counties.

(This work involves collaborations with AL TSA, DDA, HCA, patient advocacy groups, Criminal Justice Training Center, Washington Association of Sheriffs and Police Chiefs, Prosecutors, county collaborations, Managed Care Organizations, Accountable Communities of Health).

Staff are partnering with clients to improve safety and their outcomes.

From person-centered care and de-escalation techniques to a whole person and family approach to solutions, DSHS staff and clients are creating the future of social services as equals.

Stat Highlights



BHA is working toward reducing violence by using trauma-informed, therapeutic communication, improving staffing levels, increasing post-incident debriefings and reducing the use of seclusion and restraints.



At Western State Hospital, staff are piloting virtual reality and de-escalation training for new staff to experience a patient's symptoms and increase understanding. By June 2023, WSH aims to reduce assault injuries by 50%.

“

I personally believe my interactions with patients at Western State Hospital help reduce stigma, help patients reduce feelings of guilt and shame, and give patients hope for their future. Our patients' mental health conditions have caused them and those in our communities great pain, but this is reflective of the mental illness, not the good people who suffer from these illnesses. They need to take responsibility for the illness, but the illness is not who they are.

This message helps patients better understand their illness and helps remind staff to be person-centered. We need to remember our patients have friends, families, and are loved and cared for. We need to love them, too.

– BHA/WSH Employee

”



I love my boss, I love the residents that I care for and I love supporting my AC staff in completing their duties. I like that client rights are respected in every decision. It is refreshing to work for a program that allows for personalized care plans for the individuals, rather than cookie-cutter programming.

*– Developmental Disabilities Administration /
Lakeland Village Employee*



MOD AND LEASED FACILITIES

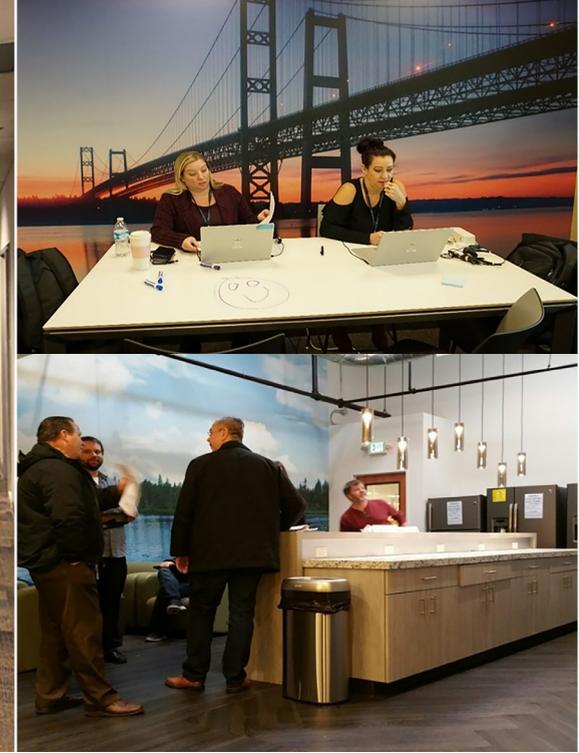
Our office space reimagedined.

Caring for our spaces with design and maintenance.

With over 150 field offices and a dozen 24/7 care campuses, the care and design of these buildings that house our staff and clients is critical. Their services are needed now more than ever as a result of the pandemic which has forced the rethinking of how we design for a remote workforce.

FFA's Leased Facilities and Maintenance Operations team works to design and care for cutting-edge workspaces for staff and clients. Thoughtful designs include sit-stand desks, break-rooms designed for connection, collaboration spaces and layouts that maximize natural lighting and ensure social distancing.

And with many aging campuses in our care, the Maintenance and Operations Division works tirelessly to preserve, fix and care for the health of our buildings.



STAFF SPOTLIGHT

Steve Hardy

Facility Manager

Maintenance and Operations Division, Fircrest School

Every day, Steve and his maintenance team take pride in caring and maintaining the campus, vehicles and equipment at Fircrest School, home to about 200 clients with intellectual and developmental disabilities and over 700 staff who care for them.

Steve began his career in 1996 as an Attendant Counselor Trainee at Fircrest, which was first among all DSHS facilities to kick-start a preventative maintenance system. This work focuses on proactively maintaining systems and equipment, reducing future repair work and keeping downtime to a minimum.

His leadership team said, "Steve's outstanding leadership style as well as his institutional knowledge make him the perfect person to guide his team while keeping Fircrest a safe, well-maintained facility for staff and clients to transform lives."



Steve Hardy, fourth from left, with Fircrest staff at a holiday party.
Pictured from left, back row: Roy Henry, Joven Alop, Lan Luong, Steve Hardy, Kelsey Nielson, Hieu Nguyen, Richard Chase, Mitchel Jackson, Barbara Boyd.
Front row: Thuy Nguyen and Norma Cabico.

Innovations along the IT Strategic Roadmap.

Going paperless and integrating services

Creating robust cloud-based services, digitizing paper-based processes and investing in digital transformation to deliver more efficient and effective technology services are all part of the future of technology at DSHS.

The COVID-19 pandemic catapulted IT's efforts to support remote teleworking services and mature foundational capabilities. In a few short months, DSHS supported staff in moving their work to the safety of their homes, increasing the average number of staff teleworking on a daily basis by over 400%.

In addition, the work IT is doing will lead us to support clients as they access a new level of remote services integrated through technology.

In the coming years, the DSHS IT Strategic Roadmap will foster our agency's tech resiliency, identify ways to share data collaboratively and provide a holistic, big-picture view of how IT teams can best deliver solutions that support DSHS staff and clients.



“

The IT Strategic Roadmap is a significant milestone that will help us establish foundational capabilities, increase efficiencies and effectiveness, and enable business through 10 priority projects over the next three years. By addressing challenges, clarifying where we are today with information and technology assets, and looking forward to where we want to be and how to get there, we can turn concepts into action to better serve Washingtonians.

”

– Debbie Frost, DSHS Chief Information Officer

Forever changed, forever resilient.

The COVID-19 pandemic forever changed us, our workplaces, our services and our communities. As the virus spread throughout the state, it amplified all the social inequities our teams work to dismantle daily.

Staff jumped into action, establishing widespread telework, unified emergency response teams, adaption of client services and mass PPE distribution to caregivers across the state.

The future of our work is one that is more resilient than ever. The lessons learned will propel us into continuous improvement and change.



Warehouse and emergency management staff quickly adapt to ship PPE to frontline caregivers.

Early in the response to the COVID-19 pandemic, leaders across DSHS administrations acted quickly to secure funding and purchase Personal Protective Equipment for caregivers in 12 24/7 facilities DDA and BHA 24/7 facilities, 3,000 adult family homes and over 45,000 at-home caregivers across the state.

To get masks, gloves and gowns to all of these workers serving high-risk clients, emergency management staff worked closely with warehouse managers Donnie Dickinson and Leland Elliott and their teams to transform three spaces, normally used for furniture surplus, to a rapid-response PPE distribution center.

“It is an honor to be a part of this response,” Dickinson said. “We are happy to do it and be a part of this important work.”

Emergency Management Services Director David Shannon said, “Every day the warehouse teams solve complex logistical challenges to ensure the delivery of PPE to keep our staff, clients and residents safe. Their heroic efforts are inspiring.”



A team that moves forward.

I was homeless for 15 years and they have gone above and beyond to help me. They don't make me jump through hoops. They treat you like a human being. They have true feelings and compassion. They should have more people like this working in these services. I'm trying to become a homeless advocate.

– Economic Services Administration Client

We get to go out and help people get parts of their lives back, get help and get out to get reconnected to the world. What can be better than that?

– Aging and Long-Term Support Administration Employee

I like the relationship that I have with my residents. I appreciate how much of an impact I have on their lives as well as how much of an impact they have on mine. They are amazing to work with and this is what I love doing.

– Developmental Disabilities Administration Employee

The fact that they work together so I get the best assistance that I can in regards to all programs for me and my children. I really have to say that my caseworker and my DVR caseworker work together so I can get off social services. They are wonderful and **they make me feel like part of a team that moves forward.**

– Division of Vocational Rehabilitation Client



Washington State
Department of Social
& Health Services

Transforming lives
