

OUR VISION

Driving transparency, igniting innovation, and delivering the best results for the great state of Washington.

STRATEGIC PLAN
2022-2025



Results WA Strategic Planning
Transparency • Innovation • Results

results.wa.gov

Revision Date 10/14/22

OUR MISSION

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As committed public servants, we strive to improve state government by approaching complex issues through collaboration, performance management, continuous improvement and by partnering with agencies delivering state services to all Washingtonians.

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Our Shared Commitments



People Matter: We foster an inclusive culture that sees diversity as integral to success along with humility and respect for each other. We recognize the importance of the lived human experience of our partners, their clients and customers and our team.



Resources Matter: We are accountable and transparent and serve as good stewards of state resources – our own and those of our partners. We are committed to managing our resources in a way that is consistent with expectations for any state agency.



Teamwork Matters: We do everything we can to build trust with our partners and across our team by fostering teamwork, demonstrating open communication, and remaining flexible and adaptable to meet our partner and team needs.



Ideas Matter: We value innovation, creativity, and resourcefulness, as well as fact-based decision making, and capitalize on efforts and approaches that have proven effective over time.

ABOUT US

Results Washington was established by Governor Jay Inslee in 2013 to build on a long Washington state history of leading the nation in public-sector performance management and continuous improvement.

Results Washington is Washington's performance management agency. Stakeholder input was gathered on **what should be measured** and **what mattered most to citizens**.

The Governor's Five Goal Areas are:

- 1 World Class Education
- 2 Prosperous Economy
- 3 Sustainable Energy and Clean Environment
- 4 Healthy and Safe Communities
- 5 Effective, Efficient, & Accountable Government

What does Results Washington do?

- Tracks how Washington is performing in achieving outcomes under Governor's five goal areas
- Fosters constructive partnerships and collaborations to better surface and solve problems
- Provides an enterprise-level perspective that helps agencies stay aligned with the Governor's priorities and helps break down historic silos and barriers to improvement
- Leads and supports the state's Lean efforts. The annual Lean Transformation Conference, now fully remote, is nationally recognized with thousands of state, local and private workers attending every year.

Our Strategic Priorities

- 1 Position RW as a leader and strategic catalyst to amplify cross-agency results on key topics within the Governor's goal areas.
- 2 Highlight agency performance to increase public access to transparent state government results
- 3 Expand and deepen the state's continuous improvement culture so agencies can best deliver services to Washingtonians

"We can only improve the things we measure – that's why the work of the Results Washington team is so important. While we can't measure everything, I know there are priorities that Washingtonians want us to track, and that's what I'd like to hear about."

Governor Inslee





Strategic Priority 1

Strategic Priority 1	Position RW as a leader and strategic catalyst to amplify cross-agency results on key topics within the Governor’s goal areas.		
Goal 1.1	Increase collaborative efforts and consistency between state agencies to improve service delivery outcomes		
Objectives	1.1.1 Establish standards and methods for cross-agency initiatives that ensures alignment and consistent approach to collaborative problem solving on key topics (how we stakeholder, track, manage etc.)	Target: • New standards and methods are in place by 3/31/2023	*Status
	1.1.2 Ensure these standards and methods provide clear direction on including state entities focused on under-represented communities.	Target: • Clearly define process to engage commissions of underrepresented communities by 3/31/2023	
Deliverable	Cross-Agency Initiative Outcome Report		

*Status updated quarterly on a calendar year Jan-Dec



Strategic Priority 2

Strategic Priority 2 Highlight state agencies performance to increase public transparency

Goal 2.1 Increase performance transparency

Objectives	2.1.1 Ensure Washingtonians have access to state agencies priorities by centralizing and publishing agency strategic plans.	Target: • 100% of plans published by 11/30/22.	*Status
	2.1.2 Improve agency performance accountability by ensuring that public performance reviews (PPRs) contain data on key demographics and geographical disparities.	Target: • 80% of PPRs have data on key performance measures, segmented by demographics and geographical disparities, that include five years of consistent measurement by 12/31/23.	*Status
	2.1.3 Communicate agency performance in each of the Governor's goal areas by creating and publishing public facing dashboards.	Target: • 1 dashboard published for each goal area by 03/31/23	*Status
	2.1.4 Provide public access to progress on agency action items resulting from the State Auditor's Office performance audits.	Target: • 100% of open action items are updated and published by 9/1/2023	*Status

Deliverables	<ul style="list-style-type: none"> • Washington State goal map dashboards • Annual Governor's report • Public performance reviews • Statewide Dashboard Library • Executive and Small Cabinet Agency Strategic Plan Library
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*Status updated quarterly on a calendar year Jan-Dec

**Key performance measures are the major, or most important, measures critical to achieving results



Strategic Priority 3

Strategic Priority 3 Expand and deepen the state’s continuous improvement culture so agencies can best deliver services to Washingtonians

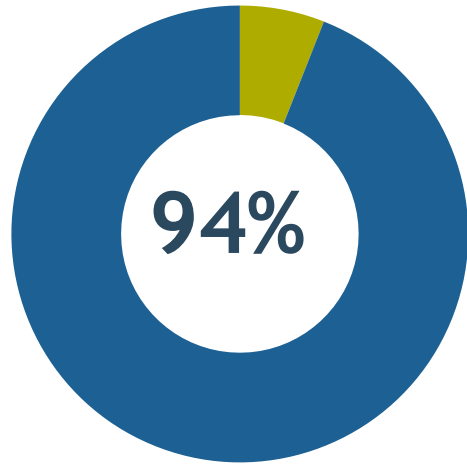
Goal 3.1 Increase agencies knowledge and skills in Lean and continuous improvement			
Objectives	3.1.1 Implement enterprise-wide Lean and continuous improvement community of practice (CoP.)	Targets: <ul style="list-style-type: none"> • One CoP held monthly • 85% of state agencies attend and participate in CoP by 08/30/2023. • 85% of satisfaction as it pertains to content applicability in the workplace averaged throughout 2023. 	*Status`
	3.1.2 Equip agencies with the latest continuous improvement tools, techniques and methods by ensuring the Annual Lean Conference provides presentations on a wide variety of continuous improvement and organizational development topics.	Target: <ul style="list-style-type: none"> • Improve quality of presentations based on Annual Lean Conference survey from 4.25 to 4.5 by 10/31/2023 	*Status
	3.1.3 Increase diversity of speakers/presenters through research, recruitment and outreach in the 2023 Lean Conference.	Target: <ul style="list-style-type: none"> • TBD 	
	3.1.4 Highlight agency innovation by publishing cabinet agencies' success stories to create shared learning and collaboration.	Target: <ul style="list-style-type: none"> • At least 10 success stories published in 12/31/2023 	*Status
Goal 3.2 Improve Results WA product and service consistency in consultative services			
Objective	3.2.1 Develop and publish Results WA consultation service standards for strategic planning, process maps, and performance metric development.	Target: <ul style="list-style-type: none"> • Standards published by 3/31/2023 	*Status
Deliverables	<ul style="list-style-type: none"> • Consultation Services: Strategic planning, process map and performance metric development • Annual Lean Conference • Monthly Lean/Continuous Improvement Community of Practice 		

*Status updated quarterly on a calendar year Jan-Dec



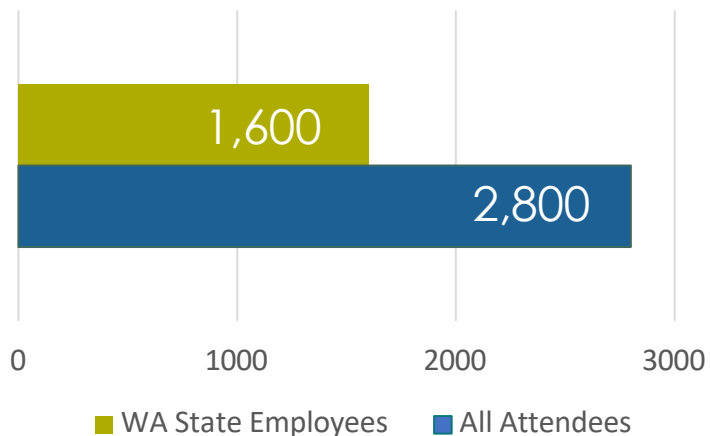
2021 Achievements

2021 Lean Conference



94% of Lean Conference attendees that responded to our survey said they would return to the conference next year

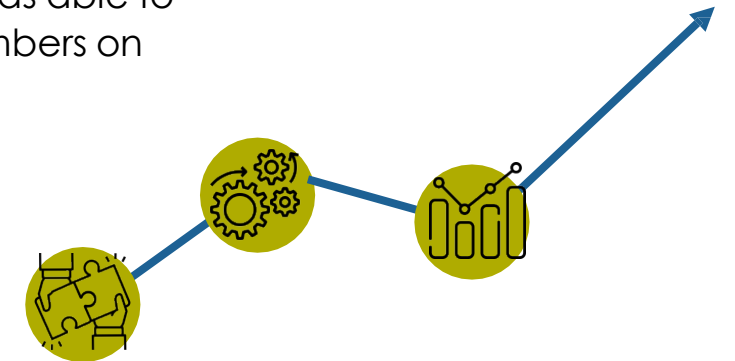
Lean Conference Attendance



7 Public Performance Reviews (PPR)

In 2021 we hosted 7 public performance reviews with Governor Inslee on topics ranging from Economic recovery to early learning. The Governor was able to engage state leaders and community members on current efforts and strategies to improve.

7 Cross-Agency Projects



- Updated curriculum for community-based training model to support diverse and qualified early care and education workforce
- Made significant progress in expanding Career Connect Washington by expanding the Career Launch, Career Prep, and Career Explore programs
- Developed best practices for digital equity to be applied to state agency websites
- Developed a discharge planners toolkit to facilitate coordination between discharge planners in behavioral health crisis stabilization organizations
- Expanded the use of the Peer Bridgers toolkit to improve the peer role and system readiness in the adult behavioral health system