



ANNUAL PROGRESS REPORT

Calendar Year 2019

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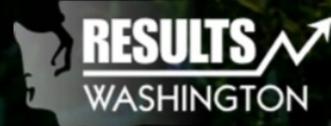


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Results Washington: Background and Looking Ahead

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

Gov. Jay Inslee issued [Executive Order 13-04](#) in September 2013, which stated, in part, that:

Washington state and its public servants are committed to the continuous improvement of services, outcomes and performance of state government, to realize a safe, beautiful and healthy place to live and work. In order to achieve these aims, "Results Washington," an innovative, data-driven, performance management initiative will drive the operations of state government through Lean thinking. This initiative will aid state leaders in fact-based decision-making, enhancing the breadth of understanding, focus and commitment to our customers — all Washingtonians.

The order laid out a framework for citizen and employee engagement, cross-agency collaboration, reporting and sharing of results with the public.

Results Washington is organized around achieving five key goals:

1. **World-class education:** Preparing every Washingtonian for a healthy and productive life, including success in a job or career, in the community and as a lifelong learner.
2. **Prosperous economy:** Fostering an innovative economy where businesses, workers and communities thrive in every corner of our state.
3. **Sustainable energy and a clean environment:** Building a legacy of resource stewardship for the next generation of Washingtonians.
4. **Healthy and safe communities:** Fostering the health of Washingtonians from a healthy start to a safe and supported future.
5. **Efficient, effective and accountable government:** Fostering a Lean culture that drives accountability and results for the people of Washington.

In the transition from 2019 to 2020, new leadership joined Results Washington. With this new leadership and to be mindful of the current COVID-19 situation, we are evolving and adjusting several aspects of our work:

- Revisiting our vision, mission, and values to best align with expectations and where we are going.
- Introducing [Public Performance Reviews](#) in early CY21, a new approach to the previous iteration of Results Reviews, which will focus on partnering with state agencies on complex, cross-enterprise projects.
- Moving the 9th Annual Washington State Lean Transformation Conference to a virtual setting, including thinking innovatively about the content and how it is delivered.
- Thinking ahead to the next phase of Lean and continuous improvement, we are evaluating and adjusting our approach in alignment with PDCA methodology.
- Defining Results Washington's role in the Washington state government performance management space.

This report shares the accomplishments and opportunities of our strategic improvement efforts from January 2019 to December 2019.

Results Washington Evolves Performance Management Structure

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

In 2018, based on input from agencies and other stakeholders, the performance management structure evolved with the goal of better facilitating problem solving, focusing on state priorities, and leveraging the Governor’s existing governance structure. A few of the changes included redesigning the Results Reviews, altering the governance structure from five goal councils, and the short-term development of cross agency “results teams” with the intent to help advance progress on key outcomes.

In 2019, we developed and published new performance dashboards to track the 18 key outcome measures. Each dashboard includes an outcome measure and three to four evidence-based drivers influencing the key outcomes.

Results Reviews

Through Results Washington, Governor Inslee convened select cabinet members, related to the topic area, to discuss what’s working, what’s not and how to improve results. The meetings were open to the public and streamed live over the internet via TVW. The agendas, data, presentations and video recordings are available on [Results Washington’s website](#). Examples of some of the 2019 Results Reviews include:

Infant Mortality
February 7, 2019

Washington has among the lowest overall rates of infant mortality in the United States, and significant work over the past two decades has reduced infant mortality to historically low levels, from 7.5 deaths per 1,000 births in 1991 to 4.3 in 2016. However, significant disparities exist for American Indian/Alaskan Native and African American populations with infant mortality rates twice those of White infants. Infant mortality rates serve as a proxy for the overall health and wellbeing of any community. This review focused on the impact of infant mortality on these specific populations of Washingtonians, strategies and partnerships happening to decrease infant mortality, and maternal support services.



Washington ranked first in GDP growth in the U.S. in 2017. Despite the good economy, more than 24 percent of the state’s population lives below 200% of the federal poverty level. This review was designed to create awareness about the challenges families and agencies face regarding economic security, specifically the estimated 1.9 million people across our state, including 500,000 children who don’t have enough resources for healthy food, a stable home, or to cover utilities.

Economic Security

March 27, 2019



While most Washington state employees report having positive overall experiences at work, there remains an opportunity to increase employee engagement among many employees. Years of research have revealed the number one driver of organizational performance is highly engaged employees. This review was designed to create an experience and environment for leaders to understand the importance of creating human-centered, psychologically safe workplaces that lead to more engagement, innovation, and better performance outcomes for Washingtonians.

Employee Engagement

May 29, 2019



Customer Facing Communication
November 20, 2019

Design thinking is an iterative process that teams use to understand users, challenge assumptions, redefine problems and create innovative solutions to prototype and test. This review focused on discussing the use of performance, behavioral insights, and human-centered design to solve problems and improve a wide variety of state services. Three state agencies participated in the second Results Washington design challenge to address a pain point or opportunity related to a customer-facing communication, with the assistance of ESD change agents. The review concluded with updates from two agencies whom participated in the first design challenge. Further details can be found on page 10 with examples in Appendix B.



Performance Audits

Results Washington fosters the performance audit process between executive branch agencies and the State Auditor’s Office. It also provides support to the Joint Legislative Audit and Review Committee upon request. Results Washington champions performance management and continuous improvement principles and coordinates responses and action plans between the audited agencies, the Governor’s Office and the Office of Financial Management so that they are aligned with the Governor’s policies and achieve the best possible outcomes for Washingtonians. Agencies’ performance audit [actions plans are tracked on its’ website](#) to completion.

Continuous Improvement

Building a Lean Culture

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

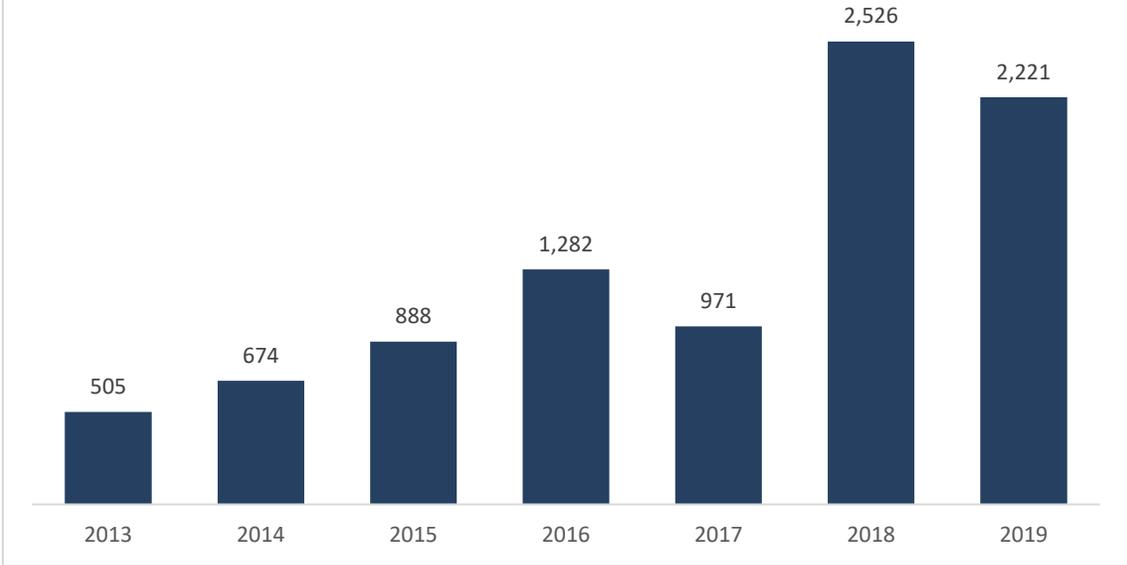
In 2019, Results Washington delivered the 8th annual Lean Conference with more than 2,800 registrants including participants from state agencies, local government, higher education, non-profit organizations, and the private sector. The purpose of the conference is to provide state employees exposure to new learning techniques that then inspire improvement efforts. Such efforts then support a culture of continuous improvement in state government.

From 2013 through 2019:

- More than 44,000 Washington state employees have had Lean knowledge and skills training. Of those, more than 10,000 had more in-depth problem-solving training, which was introduced in 2015.
- More than 2,300 employees have been trained as Lean facilitators prepared to lead project work.
- More than 14,000 state employees have participated in at least one Lean improvement project.

During that same time period, agencies reported that their employees took part in over 9,000 Lean improvement projects. Examples of improvement projects from fiscal year 2019 are included in Appendix A of this report.

Lean Projects by Year
January 2013 - December 2019



The Washington State Government Lean Transformation Conference

The 2019 conference theme was, *Courage, Connection, Community – getting better together*. Governor Jay Inslee kicked off the conference by providing stories on process improvement from agency partners such as the Department of Ecology, Department of Revenue, Washington State Patrol, and Department of Licensing. The two-day agenda included a variety of topics such as: change leadership, trust building, team collaboration, innovation, improving customer experience and measuring impact with speakers representing state government, local government, industry, non-profits and professional consultancies.



We surveyed all attendees on their experience at the 8th annual Lean Conference. We asked for their thoughts both on their overall experience and specific session feedback. We work continuous improvement into our own processes, and here is a sampling of what participants had to say:



Here's what some of the over 2,800 attendees had to say:

I appreciated the different Lean skill levels offered.

Loved being surrounded by like-minded state employees and engaging in CI conversations

It got me thinking Lean again!

This conference felt fresh and a good use of my time

Great choice of keynote speakers, really interesting sessions

I love the energy and the networking!

A high-value conference that I will be recommending to my co-workers next year.

It demonstrates the commitment by state leadership to invest in employees and government!

THANK YOU

from Results Washington for all your help in making the 2019 Lean Transformation Conference a success.

Agency Lean Advisors

As a link to agency leadership and a key driver of Results Washington's strategy to foster Lean principles across state government, the Agency Lean Advisor Community is comprised of 56 advisors appointed by senior leadership at their agencies.

The group helps provide agency perspectives on strategies for continuing to advance our state government's Lean transformation, including discussions on how to make coaching and advising services accessible to all agencies. Lean Advisors convey measurable project results (see Appendix A below), but also share how they are able to build sustainable systems and cultures that foster continuous improvement within their agencies.

Design Thinking – Agency Design Challenge

Design thinking is an iterative process that teams use to understand users, challenge assumptions, redefine problems and create innovative solutions to prototype and test. The agency design challenge is a two-day design thinking workshop hosted and facilitated by Results Washington designed for agencies to better understand their customers and improve customer experiences through the use of human-centered design principles, tools, and processes. Department of Commerce, Liquor and Cannabis Board, and the Office of Administrative Hearings participated in the second design challenge in the fall of 2019. Throughout the challenge, agencies used a design thinking framework to interview and get feedback from customers, identify and define problems and opportunities, develop ideas to innovate and improve, and to prototype and test reimagined experiences with customers.

The following design challenge project poster provides insights into the problem customers are experiencing and how agencies are improving. The remaining project posters can be found in Appendix B of this report on page 17.

2019 AGENCY DESIGN CHALLENGE DEPARTMENT OF COMMERCE

Challenge

Department of Commerce focused on the WorkFirst program, which provides employment support to Washingtonians who participate in WorkFirst TANF, a federal program for low-income families.

Commerce wants to ensure their WorkFirst contractors gives participants skills and tools to be confident in getting and keeping jobs through a culture of respect and dignity from the first interaction.

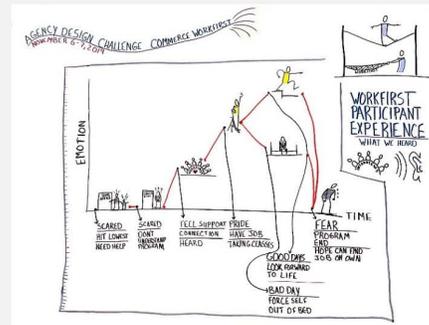
What Commerce heard from customers

Through the interviews, they learned that customers:

- Often feel confused about the process,
- Worried about losing their TANF grant and what would be required of them to participate, and
- Left wondering what will happen at the end of the program.



Many customers also disclosed feelings of anxiety and fear in their lives.



What Commerce is doing to address customer needs

The team has taken the insights shared by their customers and is piloting a new welcome experience for WorkFirst participants. Starting in Yakima, Kittitas, Skamania, Klickitat and Pierce counties, participants will walk in to their first appointment, they will receive a certificate welcoming them into the program and a basket with items useful for job searches such as a water bottle, notebook/planner, and a USB flash drive.



Making Government More Human

Results Washington had a focus in 2019 on providing resources and support for making Washington State government workplaces more loving and respectful. This work was based on a growing body of research demonstrating the performance imperative of psychologically safe teams and organizations.

A total of twenty-four *A Human Workplace* gatherings happened in the calendar year, where thirteen people from diverse backgrounds co-hosted. During the transition into 2020, this body of work shifted to State HR.

Appendix A: Examples of Agency-Level Improvements

Warehouse Wins: Lottery Department

Washington's Lottery warehouse team and members of sales and marketing collaborated to implement several cost reduction measures, which resulted in over \$114,000 in savings for 2019. This improvement decreased the number of days it took retailers to receive new game tickets by four days. This is important as ticket sales produce revenue to support education and other programs vital to the citizens of Washington and outlined in Lottery's strategic plan. This also helps us to build trust and long-lasting retailer relationships that ultimately supports ticket sales.



This work was initiated after a quick win coming from one of the warehouse staff who asked why they pay more for packaging that has their logo on it. Removing the logo saved approximately \$6,900 per year for packing. After this quick win, a team formed to analyze several aspects of our warehouse operations, with the goal of reducing costs while meeting increased demand for game launches.

Specific project results:

- Decreased shipping and packing costs from \$669,123 to \$554,580.
- Increased capacity for concurrent game launches from three to five.
- Decreased the number of days for all retailers to receive new game tickets by approximately four days.

No More Notebooks: Fire Training Division, Washington State Patrol

The Fire Training Division improved the printing process for classroom student-controlled notebook packets (SCN) and other general printing in the administrative office. This resulted in a savings of \$38,759, including 832 employee-processing hours annually.



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

Specific project results:

- Decreased cost associated with printing and packing student-controlled notes and general printing costs at the Fire Training Division from \$23,484 to \$8,356.
- Decreased employee hours spent processing SCNs from 80 hours to 6 hours annually.
- Avoided 832 hours annually waiting on main officer printer and other employees' print jobs for an additional savings of \$23,631.

Issuing Identicards before Reentry: Departments of Corrections and Licensing

The Department of Licensing and Department of Corrections created the Re-entry Identicard process, resulting in the ability for incarcerated individuals to obtain an official identification card (Identicard) upon release supporting successful reentry into society after incarceration.

This process supports the successful reentry into society following incarceration by implementing a mechanism that allows individuals leaving a state correctional facility to have a Washington State identification card upon release. This allows quicker, easier access to housing, healthcare, and employment.



Specific project results:

- Avoided barriers of access to obtaining an Identicard by issuing one-thousand five-hundred twenty-nine (1,529) individuals Identicards prior to release from incarceration.
- Decreased , from January 2019 to December 2019, one-thousand five-hundred twenty-nine (1,529) individuals from having to visit a Licensing Services Office.
- Decreased percentage of incomplete Identicard applications submitted from DOC to DOL from 25% to 5%.

Expediting the Warehouse Tax Incentive: Department of Revenue

The Department of Revenue improved the process for businesses to apply for and receive a warehouse tax incentive. After several months of implementing the improved process, the initial results are promising, with 38% of customers being approved or denied within 90 days. The warehouse tax incentive spurs economic development, as the warehouse and distribution industry are critical to other businesses. The transportation sector, the retail sector, the ports, and the wholesalers all rely on the warehouse and distribution industry.



Customers receive fewer follow up questions and requests for information, and receive their warehouse tax incentive determination letter at least 179 days faster.

Specific project results:

- Increased the accuracy of applications received from 10% to 77%.
- Decreased the amount of time to process applications from 29 hours and 54 minutes to 9 hours and 39 minutes when the refund request is under the \$50,000 threshold (49% of the time), and 15 hours and 6 minutes when the refund request is over the threshold (51% of the time).

Online Scheduling, Reminders Make a Difference: Employment Security Department

Many customers rely on their weekly unemployment insurance benefit, and missing one-week's benefit has a big impact on the customer. The Employment Security Department improved the process for scheduling mandatory appointments with customers of the Re-



employment Services and Eligibility Assessment (RESEA) program, resulting in 71% of customers attending their mandatory appointment, up from 53%. Improvements included creating an online self-scheduling system, with confirmation and reminder messages sent by email.

Customers who attend RESEA appointments are more likely to return to work faster, while accessing additional supportive services during their job search.

Specific result achieved:

- Increased the customer show rate at RESEA mandatory appointments from 53% to 71%.

Improving the Grant Process Impacts Visitor Experience at State Parks: State Parks and the Recreation and Conservation Office

A cross-agency team from Washington State Parks and the Recreation and Conservation Office worked together to improve State Park's grant process. This improvement decreased the time it takes to apply for and receive a grant from four weeks to one week.



Grants help expand State Park resources which improves overall visitor experience. Washingtonians will see habitat restoration and enhancement, park improvements, land acquisitions and recreational opportunities in the coming years because agency managers and staff understand where to find grant information, opportunities and the process for obtaining grants to address agency needs.

Specific project result:

- Decreased time to apply for and receive a grant from 4 weeks to 1 week.

Sustainable Improvement: Washington State Department of Transportation, Ferries Division

The Washington State Department of Transportation improved the timesheet intake process for Ferries employees, resulting in a reduction by more than 70% in the labor hours needed to process nearly 5,000 timesheets twice each month. The time spent entering timesheets decreased from 22 hours/month down to 6 hours/month.



In addition to saving time, the new process increased sustainability by using less paper and reduced the errors caused by over-processing.

Specific project results:

- Decreased paper and printing costs from 5,000 printed pages to 2,500 printed pages.
- Decreased duplicated timesheets from 600+ per month to 200.

- Decreased processing time from 22 hours per month to 6 hours per month.

Improving Grant Processes– Benefiting Washingtonians: The State Conservation Commission

The State Conservation Commission rolled separate grants into one grant, saving 16 hours of staff time per special grant application. Improvements to the efficiency of the grant processes indirectly benefited Washington landowners. The time saved by this project allowed the SCC Finance Team to more efficiently process payments to conservation districts.

They also eliminated the need for conservation districts to fill out more grant paperwork. For conservation districts, timely reimbursements and a reduction in paperwork translated into more capacity to serve Washington landowners.

Specific project results:

- Decreased staff time spent on setting up/closing out one-time special grant programs from 16 hours to 0.
- Decreased the operating grant paperwork requested from all 45 conservation districts from two sets of paperwork to one.
- Avoided unnecessary tasks by reducing the number of operating grant programs we set up/closed out from 90 programs (two per conservation district) to 45 (one per conservation district).



Getting Child Support to Washingtonians Faster: DSHS, Division of Child Support

The Department of Social and Health Services, Division of Child Support is able to get child support to Washingtonians faster by improving the delivery to process service companies, resulting an 85% decrease in delivery times.

This improvement also saves taxpayers money because they are using email instead of using postage.

Specific results:

- Decreased the time it takes for the document to be received by the process service company from 11 days to 2 days.
- Decreased the time it takes to serve documents via process service from 26 days to 17 days.
- Decreased the cost of mailing from \$.48 per document mailed out to no cost for each document emailed out, amounting to an approximate savings of \$5,760 a year.



Appendix B: Examples of Design Challenge Projects

2019 AGENCY DESIGN CHALLENGE OFFICE OF ADMINISTRATIVE HEARINGS

Challenge

The Office of Administrative Hearings (OAH) offers the people of Washington a convenient, easy to navigate system to request and receive fair and impartial hearings on their appeals of government actions. Their agency design challenge was focused on, "How can OAH support equal access to justice through increased participation in hearings especially for LEP participants?" Many of the people OAH works with are some of the most vulnerable population in Washington. The work OAH does directly impacts people's lives. If a person does not fully participate in their hearing, they are not able to fully access justice.

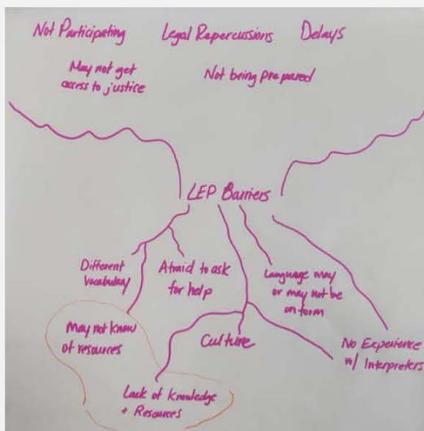
What OAH heard from customers

OAH heard that many of the LEP participants were not familiar with using professional interpreters. They often used someone like their children to summarize for them rather than interpreting every word. Appellants were surprised and nervous because they had to slow down and speak in shorter sentences for the interpreter to translate. When they were interrupted and asked to pause regularly for the interpreter to translate, they lost their train of thought.

OAH heard that many participants would have preferred to have a hearing in person rather than over the phone.

The OAH team learned that participants are not using the resources on the OAH public website to prepare for their hearing.

Overall, OAH learned that we have gaps that we can fill through use of our existing resources or by creating new resources, especially for our LEP appellants.



What OAH is doing to address customer needs

- Make sure existing resources are written in plain talk.
- Create new resources such as tip sheets on how to be successful in phone hearings.
- Create a video on how to do consecutive interpretation.
- As we create new resources we will translate them into our top languages
- Add a question to our customer surveys to ask what resources were used to prepare for the hearing so we will understand what the customer needs.



2020 AGENCY DESIGN CHALLENGE

LIQUOR AND CANNABIS BOARD

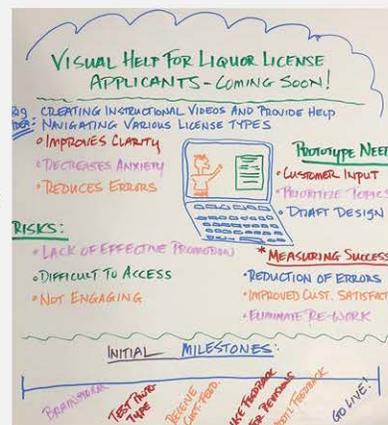
Challenge

The Washington State Liquor and Cannabis Board's (WSLCB) Licensing Division participated in the 2019 Agency Design Challenge. They focused on improving the application process that all businesses must go through if they wish to make or sell alcoholic beverages. Prospective licensees must navigate local, state, and federal laws, numerous forms, websites, and interactions with our liquor licensing specialists before being granted a liquor license. WSLCB wanted to make the process easier, less confusing, and more efficient.

What WSLCB heard from customers

WSLCB reached out to recently-licensed liquor licensees, as well as their authorized representatives (such as accountants and lawyers) all over the state. They heard some opportunities to improve:

- Forms were not consistent (some were in Word, and some in PDF).
- Information on the website regarding what type of license to apply for was overwhelming (especially for first-time applicants), and that applicants had difficulty determining the correct license type.
- Concerns that the agency was more focused on enforcement action instead of education and compliance.



What WSLCB is doing to address customer needs

WSLCB came up with three solutions to address our customers' concerns:

- A "starter's guide" to navigate first-time applicants through the liquor licensing process.
- Instructional "how-to" videos on the website. These videos will walk applicants through the trickier aspects of the liquor licensing process.
- More outreach opportunities to provide face-to-face customer service to licensees and future applicants.