

Results Washington

Washington State Government Lean Transformation Conference

October 15-16, 2013

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Governor Jay Inslee

A New Strategic Framework

Vision

A **Working Washington** built on education and innovation ... where all Washingtonians thrive.

Mission

- Foster the spirit of **continuous improvement**
- Enhance the conditions for **job creation**
- Prepare **students** for the future
- Value our **environment**, our **health** and our **people**

Foundation

- **Create** a responsive, **innovative** and data driven culture of continuous improvement.
- **Recognize** Washington's rich **natural resources**, diverse **people** and entrepreneurial **drive**, and build upon our legacy.
- **Operate** state government with the expectation that success is dependent on the success of **all**.
- **Create** effective communication and transparency on **goals**, **measures** and **progress** in meeting expectations.
- **Deepen** our focus, understanding and commitment to our citizens: **Know our customers**.

Goals



World-Class Education



Prosperous Economy



Sustainable Energy and a Clean Environment



Healthy and Safe Communities



Efficient, Effective and Accountable Government

Measure & Improve

Building a more responsive, data-driven state government to get results:



www.results.wa.gov

Results Washington

Results Washington is how we achieve our strategic framework

- Performance management, continuous improvement and culture
- Data-driven decision-making
- Uses Lean thinking, principles and tools to focus on what matters most to Washingtonians
- Accountability
- Alignment with budget and policy
- Accessible information
- Builds on the “best of the best”
- Working with private and nonprofit partners



Performance Management



GOAL 4: HEALTHY AND SAFE COMMUNITIES

Fostering the health of Washingtonians from a healthy start to a safe and supported future

GOAL TOPIC

HEALTHY PEOPLE

Provide access to good medical care to improve people's lives

SAFE PEOPLE

Help keep people safe in their homes, on their jobs and in their communities

SUPPORTED PEOPLE

Help the most vulnerable people become independent and self-sufficient

SUB TOPIC

HEALTHY BABIES

HEALTHY YOUTH^Y AND ADULTS^A

ACCESS / PAY FOR QUALITY

PUBLIC

TRAFFIC

WORKER SAFETY

PROTECTION AND PREVENTION

STABILITY AND SELF SUFFICIENCY

QUALITY OF LIFE

OUTCOME MEASURE

1.1: Decrease the percentage of preterm births from 9.6% in 2011 to 9.1% by 2016

1.2: Decrease the percentage of adults reporting fair or poor health from 15% in 2011 to 14% by 2017

1.3: Decrease the rate of uninsured in state from 15% to 8% by 2017

2.1: Decrease the rate of return to institutions for offenders from 27.8% to 25.0% by 2020

2.2: Decrease the number of traffic-related fatalities on all roads from 454 in 2011 to zero in 2030

2.3: Decrease workplace injury rates that result in missing 3 or more days from work from 376 per 100,000 full-time workers to 354 per 100,000 full-time workers by 2016

3.1: Decrease the rate of children with founded allegations of child abuse and/or neglect from 4.17 to 4.05 by 06/30/2014

3.2: Keep the percentage of residents above the poverty level 1.7% higher than the national rate through 2030

3.3: Increase the percentage of supported seniors and individuals with a disability served in home and community-based settings from 86.6% to 87.2% by 06/30/2015

LEADING INDICATORS

1.1.a: Increase rate of infants whose mothers receive prenatal care in first trimester from 72.4% in 2011 to 75.5% by 2016

1.1.b: Decrease percentage of infants born with low birth weight from 6.1% to 6.0% by 2016

1.1.b.1: Decrease percentage of infants born with low birth weight among African Americans from 9.0% to 9.3% by 2016 and among American Indian/Alaska Native populations from 8.7% to 8.5% by 2016

1.1.c: Decrease rate of C-section among first-time mothers with full-term, single babies presenting head first from 25.4% to 22.9% by 2016

1.2.Y-a: Increase percentage of children (19-35 months) receiving all recommended vaccinations from 74.4% in 2011 to 78% by 2017

1.2.Y-b: Increase percentage of 10th graders with healthy weight from 75% to 78% by 2016

1.2.Y-c: Decrease percentage of 10th graders who report smoking cigarettes in past 30 days from 10% in 2012 to 9% by 2017

1.2.Y-d: Increase percentage of outpatient chemical dependency treatment retention in youth from 65% to 67% by 06/30/2015

1.2.A-a: Increase percentage of adults with healthy weight from 37% in 2011 to 38% by 2016
1.2.A-a.1: Increase percentage of persons with healthy weight by 2016 among Native Hawaiians/Other Pacific Islanders from 26% to 27%; American Indians/Alaska Natives from 22% to 23%; African Americans from 24% to 25%; Hispanics from 26% to 27%

1.2.A-b: Decrease percentage of adults who smoke cigarettes from 17% in 2011 to 15% by 2017

1.2.A-b.1: Decrease percentage of persons who smoke cigarettes among those with low education (high school or less) from 26% in 2011 to 23% by 2016, and pregnant women from 9% to 8% by 2016

1.2.A-c: Increase percentage of mental health consumers receiving a service within 7 days after discharge from inpatient settings from 59% to 65% by 12/31/2014

1.2.A-d: Increase number of adults (18 and over) receiving outpatient mental health services from 56,000 to 62,000 by 06/30/2015

1.2.A-e: Increase percentage of outpatient chemical dependency treatment retention in adults from 62% to 64% by 05/30/2015

1.3.a: Constrain annual state-purchased health care cost growth to 1% less than national health expenditure trend

1.3.b: Meet or exceed Medicaid expansion enrollment targets of 300,000 by 2016

1.3.c: Increase percentage of residents who report they have personal doctor or health care provider from 75% to 82% by 2016

2.1.a: Increase percentage of adult offenders complying with conditions of supervision or case plan from 75% to 78% by 2017

2.1.b: Increase percentage of youth released from juvenile rehabilitation who do not return in 12 months from 89% to XX% by 2015

2.1.c: Decrease percentage of youth of color in detention from XX% to XX% by 20XX

2.1.d: Increase percentage of offenders who are employed post-release from 30% to 40% by 2017

2.1.e: Decrease rate of violent infractions in prison from 1.0 to 0.90 per 100 offenders by 2017

2.2.a: Decrease number of alcohol and/or drug impaired, driver-involved fatalities from 199 in 2011 to 152 by 2017

2.2.b: Decrease number of speed-involved fatalities from 169 in 2011 to 123 by 2017

2.2.c: Decrease number of young drivers ages 16-25 involved in traffic fatalities from 146 in 2011 to 110 by 2017

2.3.a: Decrease rate of extremely serious worker injuries that lead to death from 2.7 per 100,000 full-time workers to 2.5 per 100,000 full-time workers by 2016

2.3.b: Decrease rate of extremely serious worker injuries that lead to hospitalizations from XX to XX by 20XX

2.3.c: Decrease injury rate for leading serious workplace injury types from XX to XX by 20XX

3.1.a: Decrease percentage of children with founded allegation of abuse or neglect who have a new founded allegation within 6 months from 7.9% to 6% by 07/30/2014

3.1.b: Decrease percentage of children in Division of Children and Family Services out-of-home placement: 5 years or more from 5.7% to 5.5% by 9/30/2014

3.1.c: Increase percentage of child victims in emergent Child Protective Service intakes seen by a social worker within 24 hours of the intake from 97.9% to 98.5% by 07/30/2014

3.2.a: Increase percentage and number who leave public assistance (TANF) due to increased income/earnings, or at their request, from 54% to 60% by 06/30/2014

3.2.b: Increase percentage of working-age adults with developmental disabilities in employment and day programs who are employed from 84% to 86% by 6/30/2015

3.2.c: Decrease number of homeless people from 17,775 in 2013 to 16,000 by 2015 (10% reduction)

3.2.d: Decrease veteran homelessness from XX to XX by 20XX

TANF: Temporary Assistance to Needy Families

3.3.a: Increase percentage of long-term care clients served in home and community-based settings from 82.9% to 83.7% by 6/30/2015

3.3.b: Increase percentage of clients with developmental disabilities served in home and community-based settings from 96.2% to 96.7% by 6/30/2015

3.3.c: Decrease number of vulnerable adult abuse and neglect investigations open longer than 90 days from 21.77% to 12.05% by 06/30/2015

Data and metric will be available in 6 months

Data and metric will be available in 6-12 months

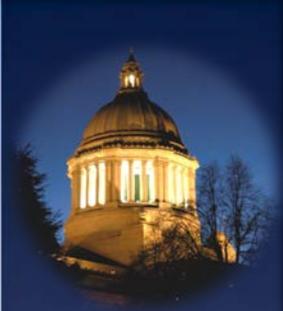
Continuous improvement - through Lean management -

Our definition:

- Systemic improvement
- Involves all levels of state employees
 - ✓ Employee engagement and problem solving
 - ✓ Leaders as coach
- To deliver more value to more Washingtonians
- Increases value, decreases waste
- Uses the fewest possible resources
- While making state government a great place to work.

Critical Components:

- Lean culture
- Lean expert partnership program
- Lean Transformation Conference
- Reporting results
- Lean fellowships



Performance Management



GOAL 5: EFFECTIVE, EFFICIENT AND ACCOUNTABLE GOVERNMENT

Fostering a Lean culture that drives accountability and results for the people of Washington

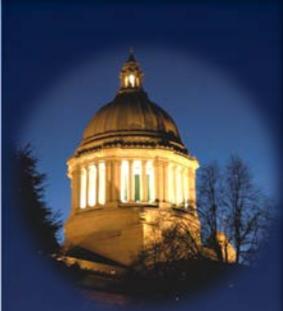
GOAL TOPIC	CUSTOMER SATISFACTION AND CONFIDENCE <i>"I'm being served well"</i>			RESOURCE STEWARDSHIP <i>"My money is used responsibly"</i>				TRANSPARENCY AND ACCOUNTABILITY <i>"I know how my money is being spent"</i>		
	CUSTOMER SATISFACTION		CUSTOMER CONFIDENCE	COST-EFFECTIVE GOVERNMENT				TRANSPARENCY	PROCUREMENT REFORM	ACCOUNTABILITY
OUTCOME MEASURE	1.1. Increase customer satisfaction from X to X by 20XX (TBD)	1.2 Increase Washington as an employer of choice from X to X by 20XX (TBD)	1.3. Increase timely delivery for state services from X to X by 20XX (TBD)	2.1 Increase the percentage of employees eliminating wastes in job tasks by X% over baseline by 20XX (TBD)	2.2 Reduce the statewide energy use index of state facilities from 120 kBtu to 106 kBtu/square foot/year by 2015	2.3 Increase the percentage of passenger alternative fuel vehicles placed in state fleet from X to X by 20XX (TBD)	2.4 Decrease the passenger vehicle lifetime cost per mile from \$0.36 to \$0.33 by 07/2016	3.1. Increase access to state government data from X to X by 20XX (TBD)	3.2 Increase the percentage of contract data available on a central website from zero to 100% by 2015	3.3. Increase the number of Results Washington outcome measures and leading indicators improving from X to X by 20XX (TBD)
LEADING INDICATORS	1.1.a. Increase number of services available online from X to X by 20XX, increase online services for mobile devices from X to X by 20XX	1.2.a. Increase percentage of state employees satisfied with their job by X% over 2013 statewide employee survey baseline	1.3.a. Increase timely delivery of several regulatory/business services TBD, such as business licensing service and unemployment payments	2.1.a. Increase number of improvement ideas implemented by X% over baseline by 20XX	2.2.a. Reduce energy consumption in state-owned buildings from 9,600,000 mBtu to 8,800,000 mBtu by 2013 and to 8,400,000 mBtu by 2015 kBtu: 1,000 British thermal units mBtu: 1 million British thermal units	2.3.a. Increase percentage of hybrid passenger vehicles from X% to X% by 20XX	2.4.a. Decrease state vehicle costs by increasing number of passenger vehicles being managed by state professional fleets from X to X by 20XX	3.1.a. Increase amount of data available in downloadable and searchable format from X to X by 20XX	3.2.a. Increase percentage of agencies and institutions of higher education that post contract data on central website from zero to 100% by 2015	3.3.a. Increase number of users who access the Results Washington website from X to X by 20XX
	1.1.b. Increase/maintain customer service satisfaction with accuracy, timeliness, respectfulness from XX% to more than 80% by 20XX	1.2.b. Increase percentage of state employees who respond positively to engagement questions by X% over 2013 statewide employee survey baseline	1.3.b. Increase timely delivery of several state services for the public TBD, such as child support payments and driver's licenses	2.1.b. Increase percentage of state employees, supervisors, managers, executives completing Lean training by 20% from 11,785 to 14,200 by 2015 and increase percentage of managers completing Lean training by 20% from 3,979 to 4,600 by 2015		2.3.b. Increase percentage of flex fuel vehicles from X% to X% by 20XX	2.4.b. Decrease number of SUVs purchased from X to X by 20XX	3.1.b. Increase availability of spending data on statewide level, by funding source, in a downloadable and searchable format from X to X by 20XX	3.2.b. Increase percentage of master contract solicitations and associated documents available on contracting portal page from 60% to 100% by July 2014	
	1.1.c. Increase number of core services where customers are surveyed at point of service/delivery from X to X by 20XX	1.2.c. Increase percentage of state employees who said their leaders create a culture of respect, feedback, recognition by X% over 2013 statewide employee survey baseline	1.3.c. Increase number of agencies that practice continuity of operations plans at least annually from 74% to 100% by 2014	2.1.c. Increase percentage of state employees trained to be facilitators of Lean improvement projects by 20% from 402 to 480 by 2015		2.3.c. Increase percentage of electric vehicles from 6 to 21 by July 2016		3.1.c. Increase access to information on major projects from X to X by 20XX		
		1.2.d. Increase percentage of state employees who believe we are increasing customer value by X% over 2013 statewide employee survey baseline		2.1.d. Increase number of Lean projects by 25% from 321 to 400 by 2015						

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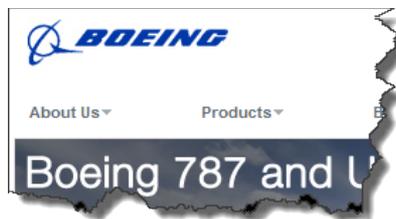
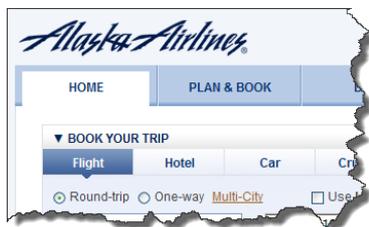
Benefits

- Cultural change: empowering workers and managers to focus on delivering value
- Streamlining workflow and focusing on customers' needs
- Optimizing/ redeploying resources
- Cost avoidance/savings applied to essential services
- And better customer satisfaction



Lean Expert Partnership Program

Nearly 150 Lean experts from 58 different organizations have donated more than 2,200 hours of coaching, advice, training, and tours.



Results Washington Lean Fellowship Program



World Class
Education

Goal 1

One
Lean
Fellows

Lean
Expert
Partner



Prosperous
Economy

Goal 2

One
Lean
Fellows

Lean
Expert
Partner



Sustainable Energy
and a Clean
Environment

Goal 3

One
Lean
Fellows

Lean
Expert
Partner



Healthy and Safe
Communities

Goal 4

One
Lean
Fellows

Lean
Expert
Partner



Efficient,
Effective and
Accountable

Goal 5

One
Lean
Fellows

Lean
Expert
Partner

Fellowship Program Summary

- Supports the continuous improvement efforts in Results Washington using Lean thinking, tools, and techniques
- Guided by the Results Washington Enterprise Lean Consultant
- One Lean fellow in each goal area with Lean Expert Partner advice/coaching
- Fellows will be loaned by agencies in each goal area
- Fellows serve for one year in a rotational position

Program Development

August

Recruit and
Hire Fellows

September

Prepare
Fellows

October

Fellows and Goal Councils begin work on
Improvement Plans

November

December

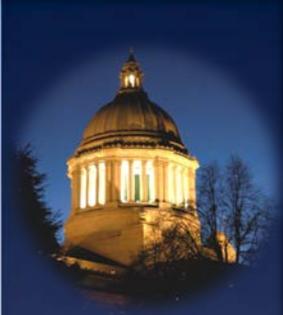
Engagement

- Three key groups: Washingtonians, stakeholders and employees
 - Rollout, Twitter town hall, crowdsourcing feedback, stakeholder meetings
 - Finalize measures and improvement plans
 - Reviews and reporting
 - Ongoing engagement

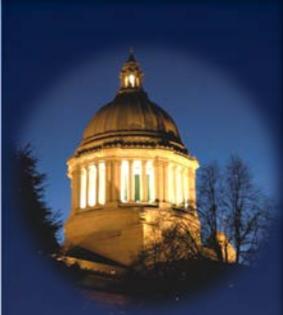


Your ideas. Your feedback. Your government.

We know you've got ideas and feedback on how to measure performance in government and we want to hear them. That's why we created this website. So you can share the ideas that matter to you. **We plan to measure our progress on these [five goal areas](#). Do these represent what you care about most or are there other things we should measure?**



Transparency and Accountability

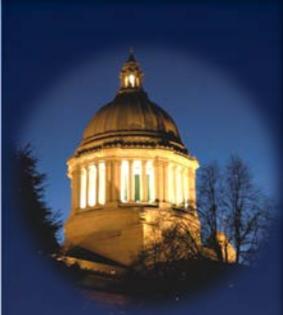


- Reporting:
 - Regular goal team meetings
 - Monthly goal council meetings with the governor
 - Leadership discussions:
 - ✓ Performance targets and actuals
 - ✓ Improvement plans
 - ✓ Budget
 - ✓ Policy
 - ✓ Best practices
 - ✓ Performance audits
 - ✓ Risk management
 - ✓ Agency measures
- Website:
www.resultswa.gov.wa



Key Dates

- **September 19 – Mid October** – Engagement and feedback period
- **Mid to late October** – Revised goal maps prepared and presented
- **Lean Transformation Conference**
 - ✓ Tacoma, Oct. 15-16
- **October - November** – Improvement plans developed for priority goal areas and leading indicators
- **January** – Regular reporting begins
- **Ongoing** – Agencies map progress to goals



For more information

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