



Washington continues to be a national leader in adapting proven private-sector management principles to government. Governor Inslee's Results Washington initiative, launched in 2013, brings together multi-agency teams for dozens of goals in **education**, the **economy**, the **environment**, **health and safety** and **effective government**. By focusing on measurable results, detailed strategies and collaboration, state government and its partners are building a healthier, better-educated and more prosperous Washington.

Underlying much of this improvement work is Lean, a management philosophy that has proven highly effective at driving customer-focused improvements in health care, aerospace, retail and other sectors. Lean principles are increasingly being put to use in the public sector, including cities, counties and federal agencies.

Results Washington, with dozens of state agencies and partners, is helping achieve results across a wide variety of challenges. Here are examples from each goal area.

EDUCATION

- » More families of high-risk young children are able to receive home visits from trained professionals who provide support and information about maternal and child health, parenting and child development.
- » Fewer college students need remedial courses.
- » More college students are enrolling in employer high-demand fields.

- » The number of four-year college students taking online courses has risen by more than 4,000 in two years.
- » A record number of students are signing up for the College Bound Scholarship Program.

ECONOMY

- » From 2011 to 2014, exports are up 42 percent, small business income is up 16 percent and average worker earnings are up 10 percent.
- » Employment in key sectors has also risen. From 2011 to 2014, employment is up 21 percent in information/communication technology, up 7 percent in maritime and up 12 percent in agriculture.
- » In the past two years, Washington's ranking for innovation and entrepreneurship has risen from 13th in the country to third.

ENVIRONMENT

- » The percentage of Endangered Species Act-listed salmon and steelhead populations at healthy, sustainable levels has risen from 16 percent in 2010 to 20 percent in 2015.
- » All the state is now meeting federal air quality standards.
- » Diesel soot in the air continues to decline and the number of old woodstoves voluntarily replaced with certified woodstoves or alternatives is increasing.
- » Outdoor recreation rates are rising in Washington's public lands and waters.



HEALTH AND SAFETY

- » Cigarette smoking by teens continues to decline, from 10 percent in 2012 to 8 percent in 2014.
- » Compared to two years ago, nearly 15,000 more adults are getting state outpatient mental health services.
- » Recidivism is down among youth released from juvenile rehabilitation facilities. In 2012, 8 percent of youth returned to rehabilitation within a year. In 2014, that number dropped to 5 percent.
- » The number of ex-offenders getting jobs after release from prison has risen from 31 percent in 2013 to 35 percent today.
- » Speed-related traffic deaths decreased from 184 in 2013 to 159 in 2014.
- » Washington has the second-lowest worker fatality rate in the nation.
- » The teen pregnancy rate continues to shrink.

EFFECTIVE GOVERNMENT

- » Employee-driven Lean improvements at [dozens of agencies](#) have resulted in easier-to-understand forms, streamlined processes, faster services, better outcomes, cost avoidance, more transparency and higher customer satisfaction. Among them:
 - A team of seven employees at Consolidated Technology Services (now Washington Technology Solutions) converted the state's outdated long-distance phone service to a better, cheaper one, saving state, local and tribal agencies \$2.3 million a year in phone costs.
 - The Department of Labor and Industries increased overpayment recoveries 28 percent in one year, to \$6.2 million.
 - The Department of Licensing is saving more than 14,000 hours of staff time in 2015 by revamping its process for end-of-day cash drawer processing. The changes allow those staff more time to be at the counter serving customers.

For additional information, please visit www.Results.wa.gov.

