Home and Community Living Administration

Department of Social and Health Services

Strategic Plan Metrics

November 2026

Home and Community Living Administration

Success Measures Associated with Charts

		Strategic Plan Success Measure #
Serve People in their Community of Choice		
AAH.1	Percent of long-term services and support clients served in home and community-based settings	1.1.1
AAH.1	Percent of long-term services and support clients served in home and community-based settings - Historical progress	
AAH.23	Percent of clients transitioned from acute care hospitals in less than 30 days from the date of referral to HCS	1.1.3
AAR.1	Timely licensing re-inspections of adult family homes, assisted living, and nursing homes, and certified long-term care providers	2.1
Support Economic Well-Being		
AAC.2	Vulnerable adult abuse and neglect investigations completed within 90 days	2.2
AAH.41	Number of home care aides or nursing assistants employed following navigator support	4.1.2
Technology Innovation		
AAH.51	Number of HCS eligible clients authorized for assistive devices	1.3
AAH.42	Room and Care provider utilization	4.14
Advance Person-Centered Services		
DH2.1	Number of Deaf, DeafBlind, Deaf and Disabled, Hard of Hearing, Late Deafened, and Speech Disabled clients served	1.1.2
DH3.1	Percent fill rate for sign language interpreter requests	1.4
Equity, Access, Inclusion and Belonging		
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Operational Excellence

AAH.45	HCLA Employee Opportunities for Innovation and Impact	5.3
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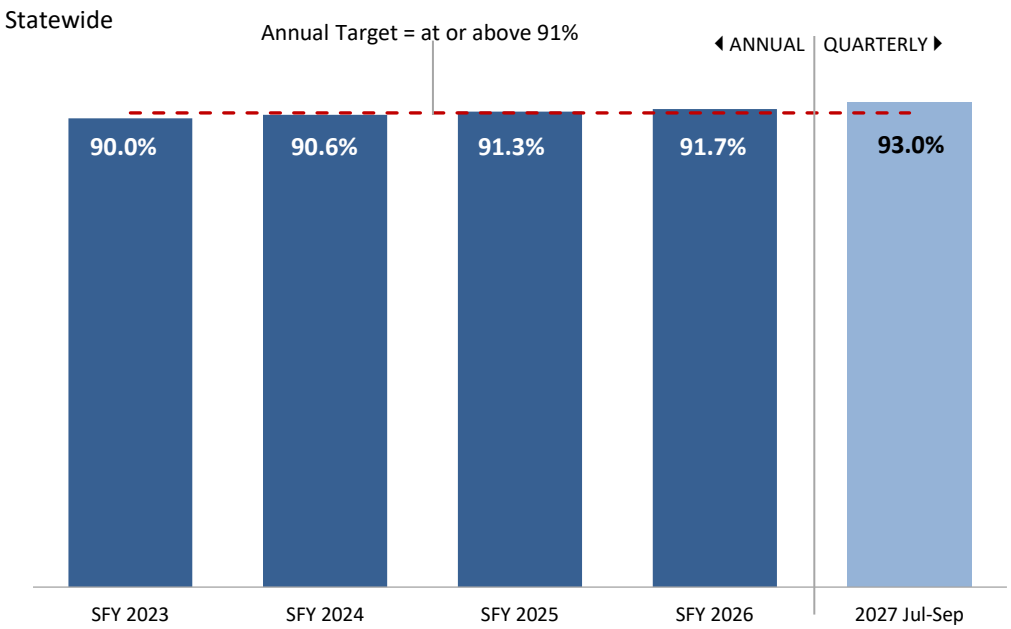
Government-to-Government and Community Partnership

AAH.33	Number of persons participating in HCLA advisory groups	3.2

Results-Driven Services

Home and Community Living Administration

Percent of long-term services and support clients served in home and community-based settings



SUMMARY

• This measure supports HCLA Strategic Goal 1: Offer personalized services that help people of all ages choose where and how they receive care.

• Action Plan: Provide timely responses for eligibility assessments, case management, and community transitions to individuals of all ages, according to their preferences.

• Success Measure 1.1.1: Maintain the percentage of LTSS clients served in home- and community- based settings at or above 91% annually.

• Importance: A hallmark of the state's long-term services and supports (LTSS) system is that most individuals can choose to live and receive services in their own home or in a community setting. Washington has prioritized expanding home and community-based services and ensuring individuals have timely access. This has created a cost-effective way to deliver services and has improved the lives of clients who feel they have control over their lives and living situations.

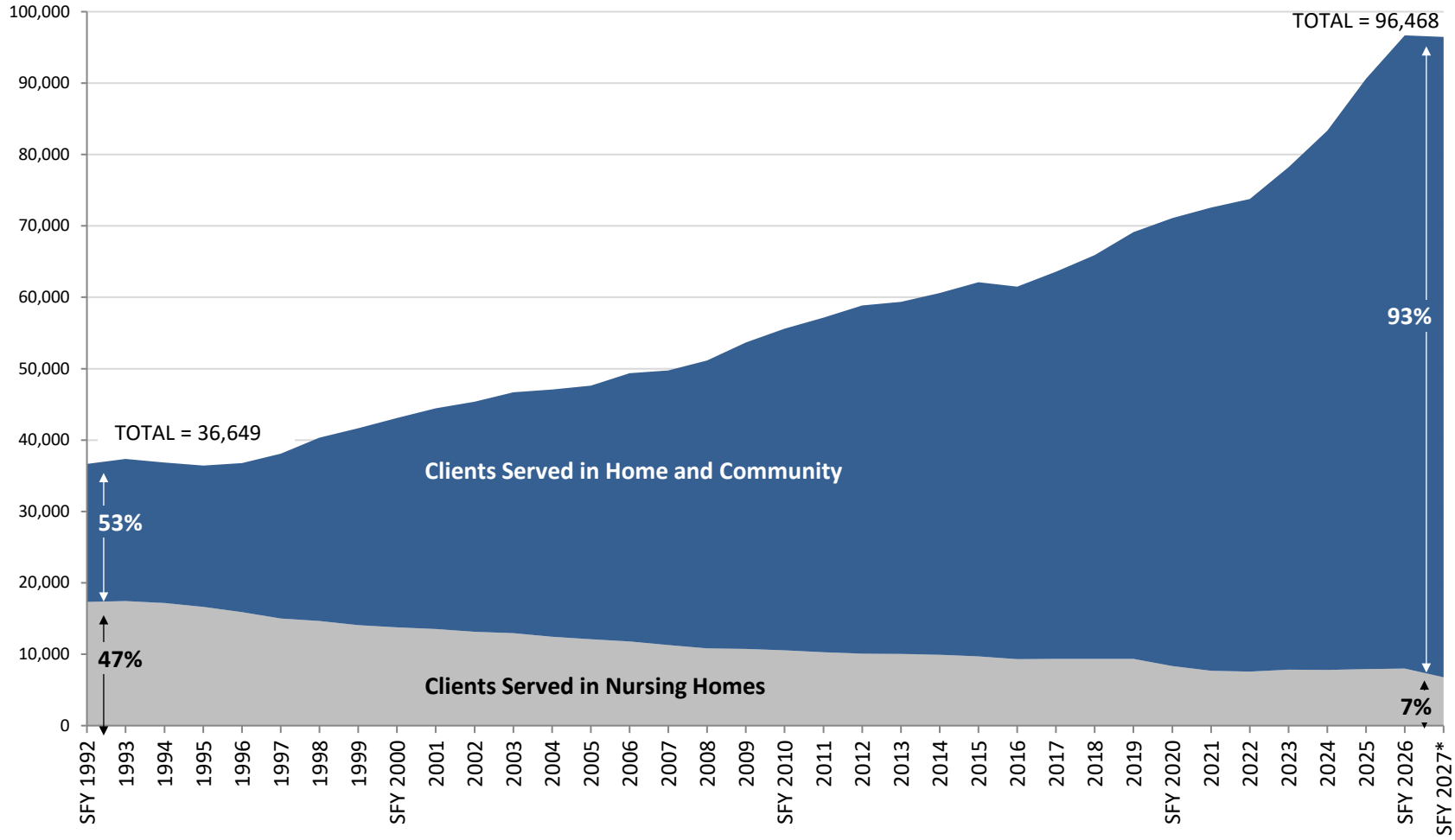
DATA SOURCE: EMIS reports using ProviderOne; supplied by Carla McKnight, Budget Forecast Chief, MSD.
MEASURE DEFINITION: Statewide percentage of HCLA long-term care clients living in home and community settings, as defined by the average monthly caseload of clients living in home and community settings divided by the sum of the same and the average monthly caseload of clients living in nursing facilities.
DATA NOTES: **1** Nursing Home clients are counted using full-time bed occupation method: count of bed days divided by the number of days in a month instead of the old method of adjusting head count. **2** From July 2021 forward the count of clients living in nursing facilities includes both State-only clients and clients in State Veteran's Homes. *Click below for additional data notes.*

TO DATA: https://www.dshs.wa.gov/data/metrics/AAH.1.xlsx

Results-Driven Services

Home and Community Living Administration

Percent of long-term services and support clients served in home and community-based settings



**As of September 2026*

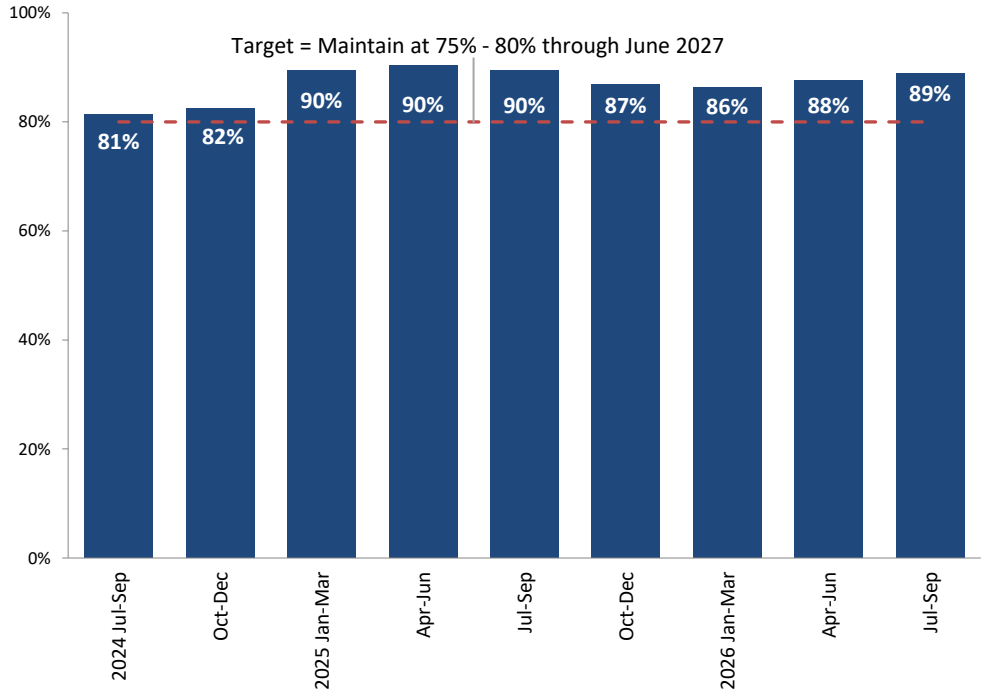
TO DATA: https://www.dshs.wa.gov/data/metrics/AAH.1.xlsx

Results-Driven Services

Home and Community Living Administration

Percent of clients transitioned from acute care hospitals in less than 30 days from the date of referral to HCS

Quarterly percentages



DATA SOURCE: Quarterly Counts and Percentage of Clients who Transitioned From Acute Care Hospital in less than 30 Days From Date of Referral PowerBI Report; supplied by Erika Gustafson.
MEASURE DEFINITION: Percent of individuals that have transitioned in less than 30 days from date of referral to HCS.
DATA NOTES: **1** Data is reported within the Quarterly 2.2.2 Acute Care Hospital data tab. Numerator: Total number of clients who transitioned in less than 30 days. Denominator: Total number of transitions.

SUMMARY

• This measure supports HCLA Strategic Goal 1: Offer personalized services that help people of all ages choose where and how they receive care.

• Action Plan: Provide timely responses for eligibility assessments, case management, and community transitions to individuals of all ages, according to their preferences.

• Success Measure 1.1.3: Increase the quarterly percentage of clients transitioned from acute care hospitals in less than 30 days from the date of referral to HCS consistently from 75% - 80% through June 2027.

• Background: About 75 percent of hospital patients who are referred to HCLA's HCS are new to our system and need functional and financial eligibility determinations. This measure was added to the Strategic Plan in 2021 to consistently achieve the quarterly average percent of clients transitioned into community settings.

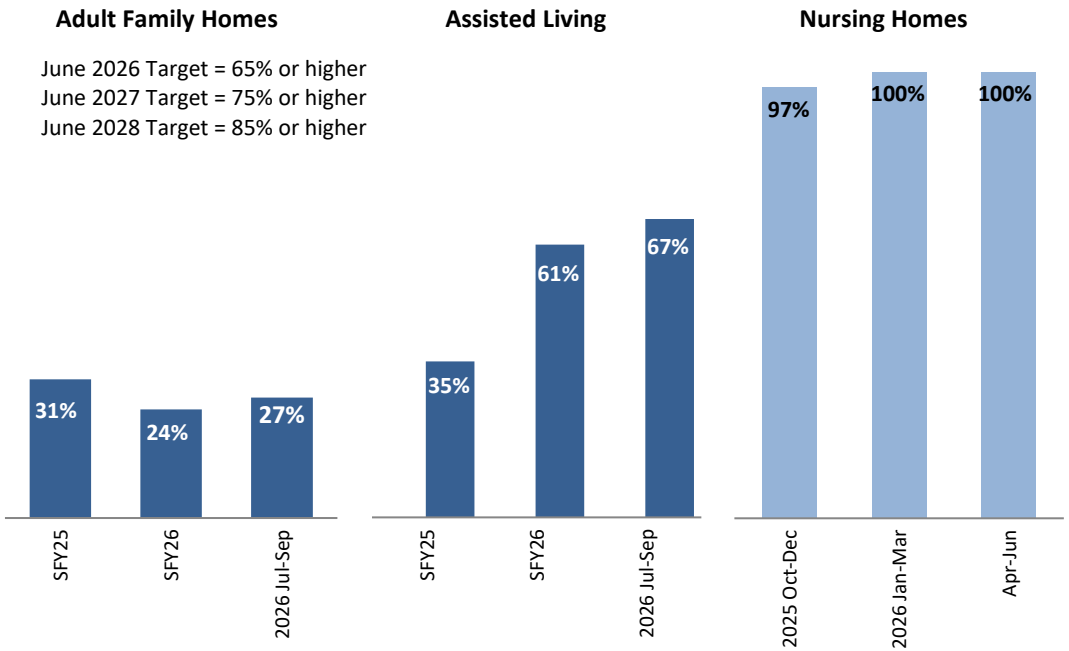
• Importance: Ensuring timely transitions of hospitalized individuals to these services is essential in reducing the number of days patients spend in acute care settings when they no longer meet medical necessity. This effort requires strong collaboration and cross systems partnerships to include providers, staff, hospitals, managed care organizations, the Health Care Authority and communities, to provide appropriate services and community options that honor patient choice and reduce medical costs while increasing individual wellbeing, and quality of life.

TO DATA: https://www.dshs.wa.gov/data/metrics/AAH.23.xlsx

Results-Driven Services

Home and Community Living Administration

Timely licensing re-inspections of adult family homes, assisted living, and nursing homes, and certified long-term care providers



DATA SOURCE: Adult Family Homes and Assisted Living Facilities: Facility Management System, SSRS Report FAC1050; Nursing Homes, CASPER Report 0316D Standard Survey Interval; supplied by Shelly O'Hare, Support Operations Program Manager, HCLA RCS.

MEASURE DEFINITION: Statewide percentage of timely licensing re-inspections in adult family homes, assisted living, and nursing homes.

DATA NOTES: 1 Annual percentage calculations for Adult Family Homes and Assisted Living: Numerator: sum of the quarterly numbers of timely re-inspections. Denominator: sum of the total number of quarterly re-inspections conducted in that year. Annual percentage for Nursing Homes is the average of the quarterly percents of timely re-inspections. *Click on link below for additional data notes.*

TO DATA: https://www.dshs.wa.gov/data/metrics/AAR.1.xlsx

SUMMARY

• This measure supports HCLA Strategic Goal 2: Uphold and protect client independence, health, safety and rights.

• Success Measure 2.1: Demonstrate timeliness of re-inspections in nursing homes, assisted living facilities, and adult family homes, and licensed and certified long-term care providers to achieve 65% of inspections completed timely by June 2026, 75% by June 2027 and 85% by June 2028.

• Importance: Licensing re-inspections are a valuable tool to ensure the quality of care. They are unannounced, and occur periodically within statutory and federal requirements; once every 15 months for nursing homes and once every 18 months for adult family homes and assisted living facilities.

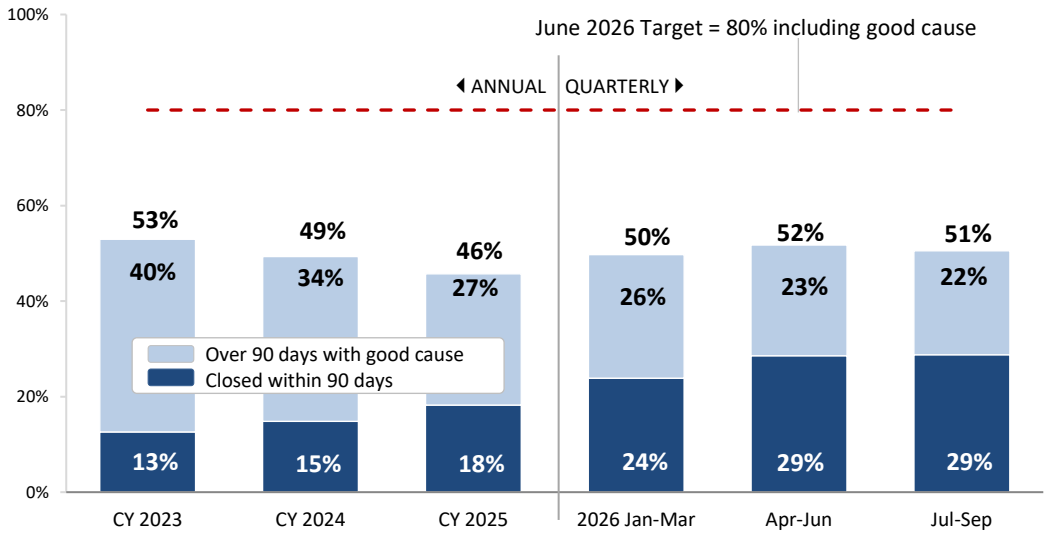
• On February 29, 2020, Governor Inslee issued Proclamation 20-05, declaring a state of emergency for Washington State due to the COVID-19 outbreak. Due to Governor Executive Orders and Proclamations and state and federal directives related to COVID-19 regulatory functions, Residential Care Services (RCS) reprioritized work and suspended annual recertification surveys and inspections. The focus of RCS work since March 2020 is responding to complaint investigations and focused infection control inspections. Data reporting resumed September 2022.

Results-Driven Services

Home and Community Living Administration

Vulnerable adult abuse and neglect investigations completed within 90 days

Statewide - Percent completed within 90 Days or late with good cause



SUMMARY

• This measure supports HCLA Strategic Goal 2: Uphold and protect client independence, health, safety and rights.

• Action Plan: Respond timely to reports of abuse, neglect, self-neglect, abandonment, and exploitation: and conduct quality and timely investigations.

• Background: Sometimes the welfare of the victim is best served by keeping the investigation open for a longer period of time, but most investigations should be completed within 90 days. "Good cause" reasons for investigations to be open longer than 90 days include requests from law enforcement, pending guardianships or protective services, or unusual difficulty accessing evidence or witnesses.

• Success Measure 2.2: Increase the percentage of Adult Protective Services investigations of adult abuse and neglect completed within 90 days from 75% to 80% by June 2026.

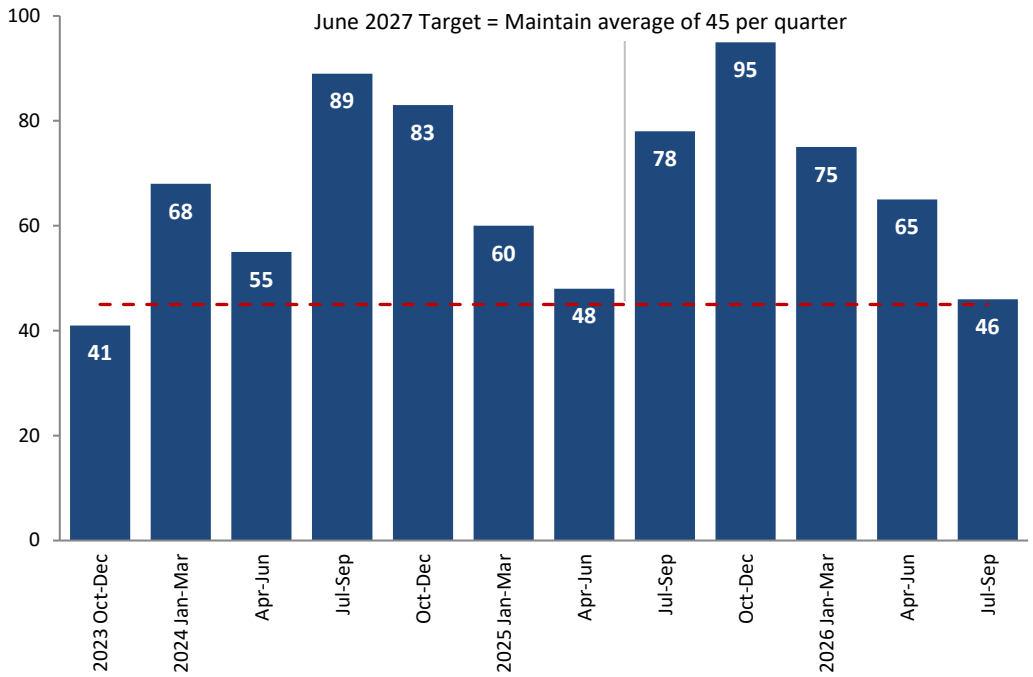
DATA SOURCE: APS Investigations 90 Day Performance Measure report strategic objective tab; supplied by APS Data Unit.
MEASURE DEFINITION: Percent of all investigations that are closed within 90 days or open over 90 days with good cause divided by all investigations closed or investigations open over 90 days during the reporting month. This includes history and current data for investigations in APS. "Good cause" excludes investigations remaining open longer than 90 days due to no reason entered, "no good cause," "vacant FTE slots," and "extended review process."
DATA NOTES: **1** Data is calculated at the end of each reporting month. **2** A data entry error was identified and corrected for historical data Q2 2019 – Q3 2022.

TO DATA https://www.dshs.wa.gov/data/metrics/AAC.2.xlsx

People Power

Home and Community Living Administration

Number of home care aides or nursing assistants employed following navigator support



DATA SOURCE: Workforce navigator spreadsheet; supplied by Stacy Graff, Workforce Development Unit Manager, HCLA /HCS.

MEASURE DEFINITION: The number of home care aides or nursing assistants employed as direct care workers following engagement with Workforce Development program navigators.

DATA NOTES:

TO DATA: https://www.dshs.wa.gov/data/metrics/AAH.41.xlsx

SUMMARY

• This measure supports HCLA Strategic Goal 4: Strengthen the direct care workforce

• Action Plan: Continue collaboration with Workforce Training Board, providers and labor to strengthen recruitment, as well as retention of direct care workers

• Success Measure 4.1.2: Maintain quarterly average of 45 home care aides or nursing assistants hired, who become employed after navigator support.

• Background: Workforce Navigators help with caregiver recruitment by providing person-centered support to individuals interested in becoming professional Caregivers. Person centered support means the workforce navigators help people wherever they are in the process of becoming a caregiver from the time they express interest in a career in caregiving, all the way through to employment as a caregiver. Navigating the information, systems, agencies/entities, and processes involved in become a paid caregiver can be complicated and confusing. The navigators help support people at any point in the process which ultimately impacts the caregiving workforce.

• Importance: The three Workforce Navigators help with caregiver recruitment by providing person-centered support to individuals interested in becoming professional Caregivers by:

o Providing information about caregiver career options and requirements.

o Helping people identify a good fit (work settings) and connect to local job opportunities.

o Assisting people to apply to be paid family caregivers or paid non-family caregivers.

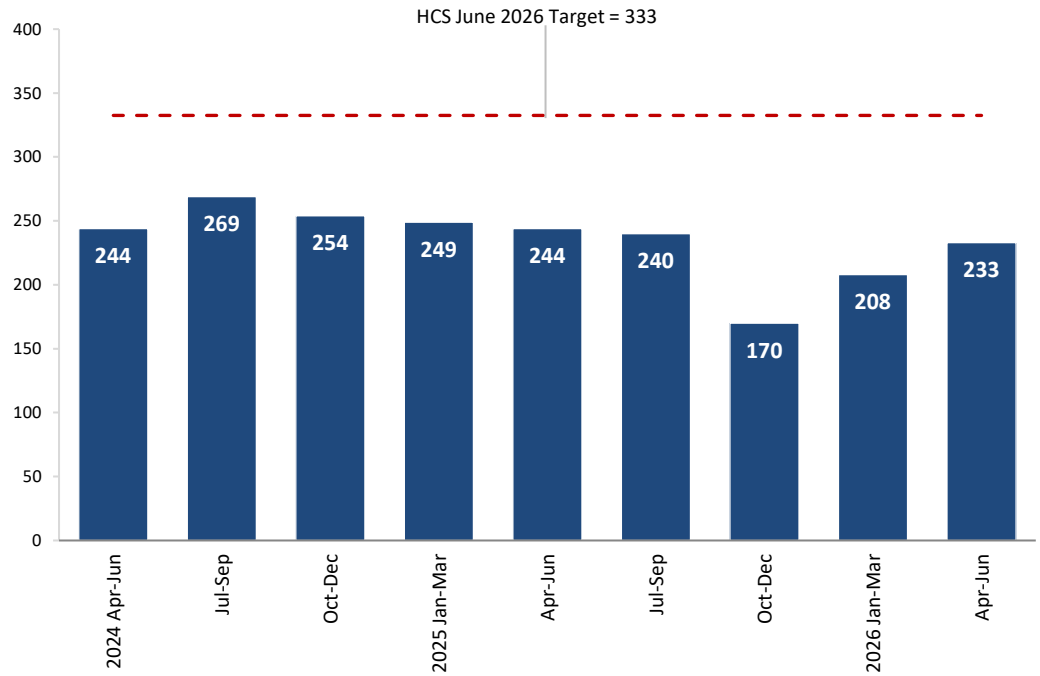
o Guide prospective caregivers through training and certification process.

o Support new, current, and returning caregivers.

Results-Driven Services

Home and Community Living Administration

Number of HCS eligible clients authorized for assistive devices



DATA SOURCE: CARE; supplied by Victoria Nuesca, CFC Program Manager, HCS, HCLA.
MEASURE DEFINITION: The number of authorizations for Assistive Technology.
DATA NOTES: **1** Baseline for HCS is 2025 July-September.

SUMMARY

• This measure supports HCLA Strategic Goal 1: Offer personalized services that help people of all ages choose where and how they receive care.

• Action Plan: Identify and test technologies that complement the Home and Community Living service delivery system, expand client options, and support self-determination.

• Success Measure 1.3: Increase Home and Community Services' authorization of assistive devices supporting independent living for eligible clients by 25% by June 2026.

• Background: Assistive Technology (AT) as a service of our LTSS programs supports our clients--especially those with disabilities or functional limitations--access adaptive and assistive tools to be more independent with tasks such as eating, dressing, and taking medication. The authorization of AT helps increase independence and dignity to those we serve by providing them with the option of an adaptive tool to independently complete personal care, household, or health-related tasks and also as a means of addressing the direct care workforce shortage by having some of these tasks such as reminders be completed by AT devices and supports that do not require human assistance.

• Importance: AT supports individuals, especially those with physical limitations that impact their full function or ability, to be able to do daily tasks independently by using an adaptive tool or device. As a possible solution to help mitigate the direct care workforce shortage, AT is important because an adaptive and assistive device or service can provide support to an individual and replace the need for human assistance with a task.

TO DATA: https://www.dshs.wa.gov/data/metrics/AAH.51.xlsx

People Power

Home and Community Living Administration

Room and Care provider utilization

June 2026 Target = Increase by 20%

Data coming soon.

DATA SOURCE: Room and Care (usage stats directly from the system); supplied by Kirn Flores, R2 Resource Development Manager, and Allison Garza, R1 Resource Development Manager.
MEASURE DEFINITION: Number of providers using Room and Care.
DATA NOTES:

SUMMARY

• This measure supports HCLA Strategic Goal 4: Strengthen the direct care workforce.

• Action Plan: Continue collaboration with Workforce Training Board, providers and labor to strengthen recruitment, as well as retention of direct care workers.

• Success Measure 4.1.4: Increase Room and Care provider utilization by 20% by June 2026 through continued development and deployment of an enhanced digital platform that simplifies the process of finding and comparing service options.

• Background: Home and Community Services (HCS) entered into a contract with Room and Care in January 2025 to provide an online tool for our case managers. Room and Care was selected through a competitive RFP process.

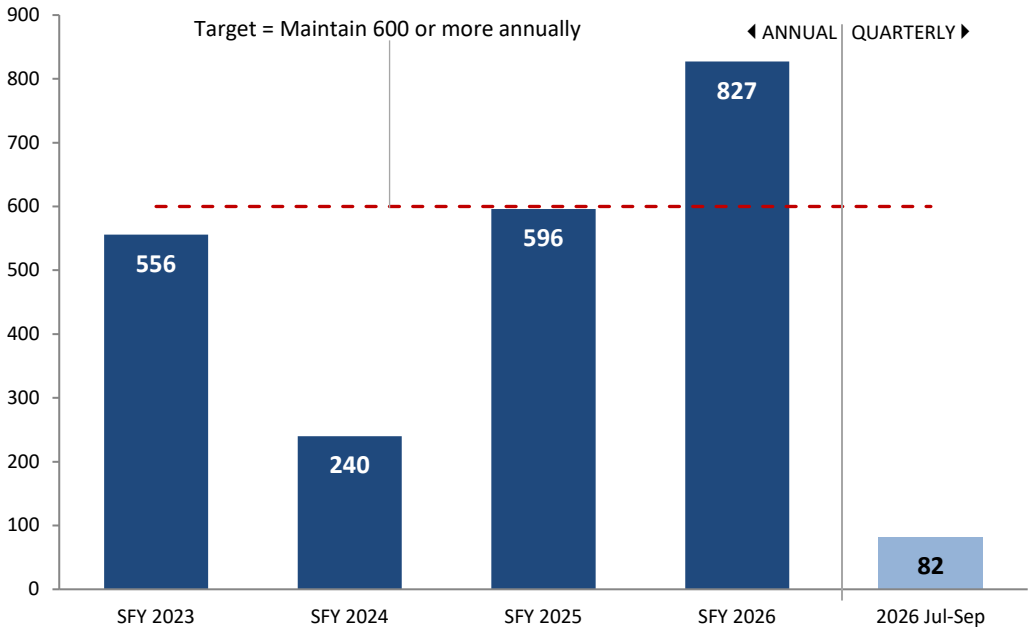
• Importance: This tool allows Medicaid-contracted Adult Family Homes and Assisted Living Facilities providers post Medicaid vacancies at no cost. It enables case managers to view real-time vacancies, helping to facilitate quicker client transitions. The tool also leverages technologies to improve the efficiency of finding qualified residential providers for clients choosing to move into these settings.

TO DATA: will link to data

Results-Driven Services

HCLA | Office of the Deaf and Hard of Hearing

Number of Deaf, DeafBlind, Deaf and Disabled, Hard of Hearing, Late Deafened, and Speech Disabled clients served



DATA SOURCE: ODHH; supplied by Morgan Jericho, Management Analyst, HCLA ODHH.
MEASURE DEFINITION: The total number of Deaf, DeafBlind, Deaf and Disabled, Hard of Hearing, Late Deafened and Speech Disabled persons or family members who received services through ODHH Case Management for each Fiscal Year.
DATA NOTES: **1** The fiscal year count of clients served is the cumulative total of clients served in that year. Quarterly counts shown are cumulative through that quarter in the current fiscal year. **2** To be included a client must receive at least one case management service of a minimum of 15 minutes. **3** Services can include walk-in service, telephone calls, or information and referral, but they must meet the case management criteria stated in the contract. **4** For contractors to be reimbursed they must provide ODHH with a DSHS Privacy Practices and Client Information form, a Service Delivery Plan form, as well as a monthly case management report.

TO DATA: https://www.dshs.wa.gov/data/metrics/DH2.1.xlsx

SUMMARY

• This measure supports HCLA Strategic Goal 1: Offer personalized services that help people of all ages choose where and how they receive care.

• Action Plan: Provide timely responses for eligibility assessments, case management, and community transitions to individuals of all ages, according to their preferences.

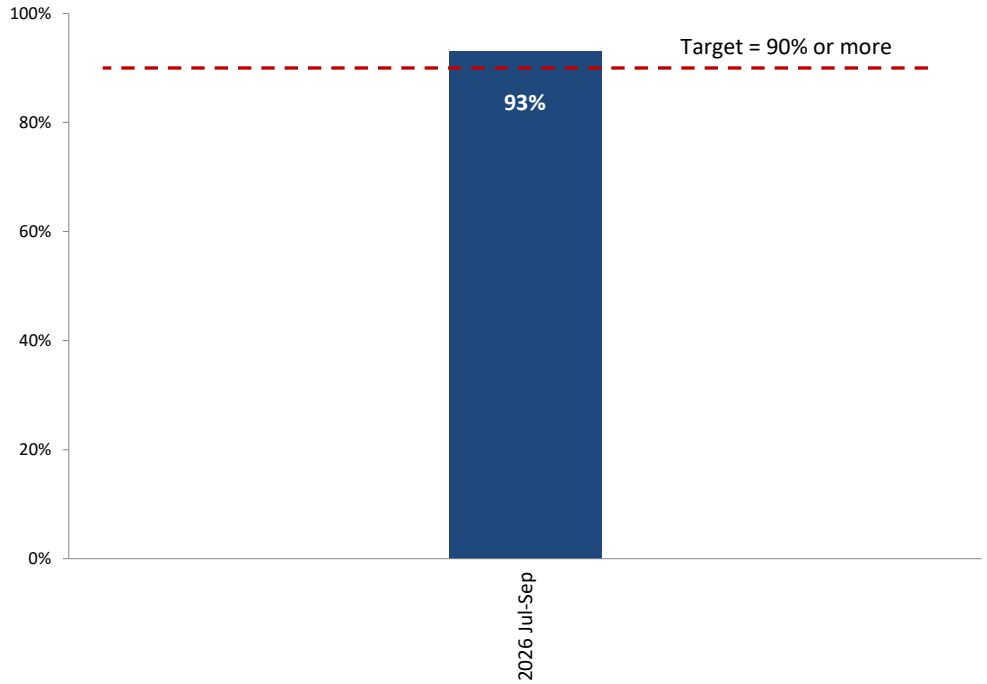
• Success Measure 1.1.2: Maintain case management for at least 600 individuals who are deaf or hard of hearing annually.

• Importance: Individuals who are Deaf, DeafBlind, Deaf and Disabled, Hard of Hearing, Late Deafened and Speech Disabled, especially adults who are older, the underemployed and those with multiple disabilities, face barriers to various service delivery systems. These barriers affect access to communication, education, health care, employment, legal, housing, transportation, insurance, public assistance and other benefits. Case managers are available to assist these individuals in obtaining needed services by coordinating services, translating documents, advocating on their behalf and/or teaching new abilities and skills.

Results-Driven Services

HCLA | Office of the Deaf and Hard of Hearing

Percent fill rate for sign language interpreter requests



DATA SOURCE: ODHH; supplied by Morgan Jericho, Management Analyst, HCLA ODHH.
MEASURE DEFINITION: The percentage of total service requests where an interpreter was assigned when compared to total services requested.
DATA NOTES:

SUMMARY

• This measure supports HCLA Strategic Goal 1: Offer personalized services that help people of all ages choose where and how they receive care.

• Action Plan: Improve access for people who are deaf or hard of hearing by improving the fill rates for sign-language interpreters.

• Success Measure 1.4: Maintain fill rate for sign language interpreter requests within the HCLA by 90% or above.

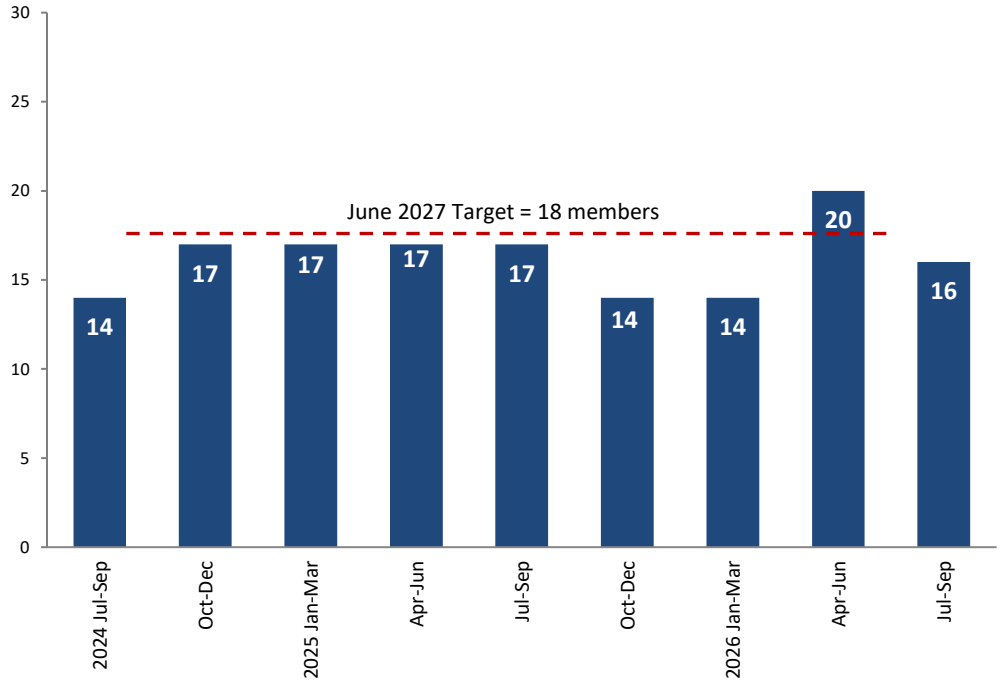
• Importance: Individuals who are Deaf, DeafBlind, Deaf and Disabled, Hard of Hearing, Late Deafened and Speech Disabled, especially adults who are older, the underemployed and those with multiple disabilities, face barriers to various service delivery systems. These barriers affect access to communication, education, health care, employment, legal, housing, transportation, insurance, public assistance and other benefits. ODHH programs and services are available to assist these individuals in obtaining needed services by advocating for interpreting services, coordinating services, translating documents, advocating for individuals, and empowering them with new abilities and skills.

TO DATA: https://www.dshs.wa.gov/data/metrics/DH3.1.xlsx

People Power

Home and Community Living Administration

Number of persons with direct care experience participating in Direct Care Worker Collaborative



DATA SOURCE: Home and Community Services; supplied by Jennifer Phillips, SET Enhancement Program Manager.
MEASURE DEFINITION: Count of participants who have direct care experience participating in Direct Care Worker Collaborative.
DATA NOTES: **1** Simple count of participants.

SUMMARY

• This measure supports HCLA Strategic Goal 4: Strengthen the direct care workforce.

• Action Plan: Continue collaboration with Workforce Training Board, providers and labor to strengthen recruitment, as well as retention of direct care workers.

• Importance: Having individuals with direct care experience participating in the Direct Care Worker Collaborative is vital for HCLA because they bring firsthand knowledge of the challenges, needs, and realities of providing care. Their insights ensure that decisions and policies are grounded in practical experience, making recommendations more relevant and actionable. These professionals can advocate for realistic solutions, improved working conditions, and better client outcomes based on what truly works in the field. Their involvement fosters a deeper understanding of client care, enhancing HCLA's ability to deliver effective, person-centered services.

• Success Measure 4.1.3: Increase number of persons with direct care experience participating in Direct Care Worker Collaborative from 14 to 18 by June 2027.

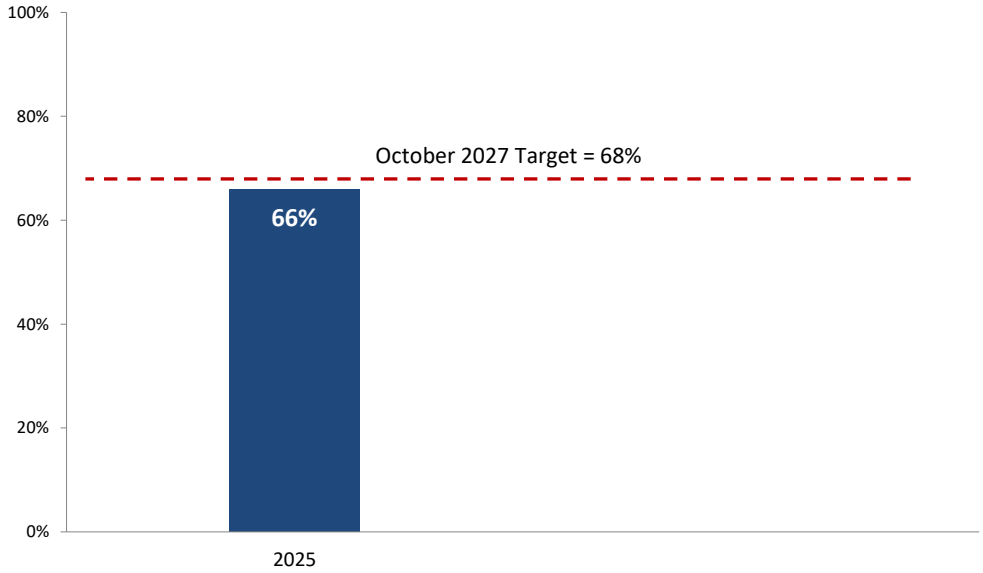
TO DATA: https://www.dshs.wa.gov/data/metrics/AAH.34.xlsx

People Power

Home and Community Living Administration

HCLA Employee Belonging

Percent positive staff responses to DSHS Employee Survey question "I feel as if I belong at my agency."



SUMMARY

• This measure supports HCLA Strategic Goal 5: Foster a culture of belonging, well-being, and engagement in our shared mission, vision, values and strategic goals.

• Action Plan: Attract and retain employees through recruitment / onboarding / succession planning and professional development activities to support belonging, well-being, and engagement.

• Success Measure 5.1: Increase the positive HCLA response to the DSHS Employee Engagement Survey question "I feel as if I belong at my agency" from new HCLA baseline of 66% established October 2025 to 68% by October 2027.

• Importance: HCLA recognizes the science behind and importance of employees satisfaction, employee retention, innovation, organization effectiveness, and positive outcomes for the people we serve.

DATA SOURCE: DSHS Employee Survey reported by RDA (Agency and Administration comparison reports or Tab 1A on HCLA statistical report); provided by Amy Besel, Organizational Development Administrator.
MEASURE DEFINITION: Percent positive staff responses to DSHS Employee Survey question "I feel as if I belong at my agency."
DATA NOTES: 1 Numerator: Number answering "Strongly Agree" or "Agree" in response to question. Denominator: Total number of employees who answered the question.

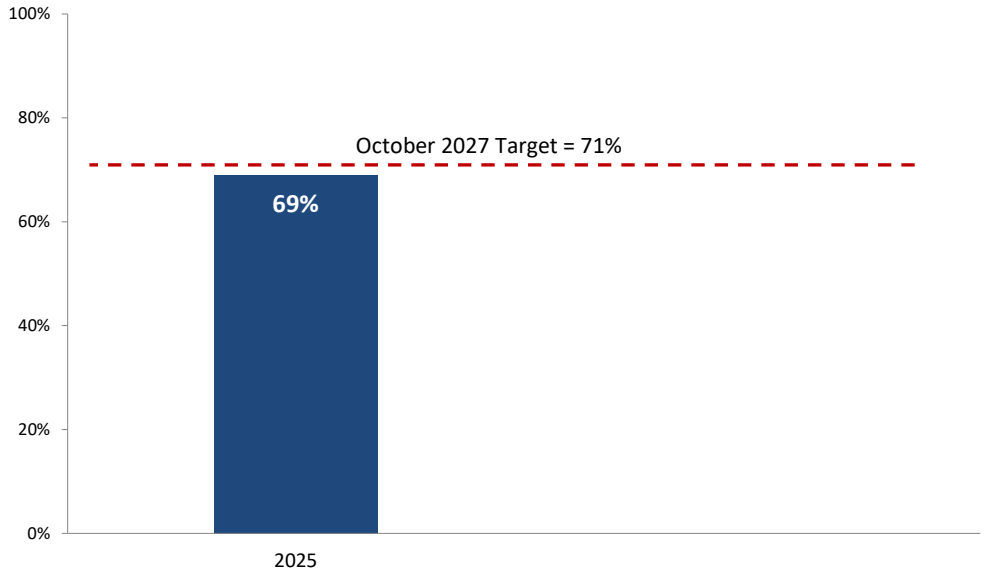
TO DATA: https://www.dshs.wa.gov/data/metrics/AAH.48.xlsx

People Power

Home and Community Living Administration

HCLA Employee Well-being

Percent positive responses to DSHS Employee Survey question
"My agency supports employee well-being."



SUMMARY

• This measure supports HCLA Strategic Goal 5: Foster a culture of belonging, well-being, and engagement in our shared mission, vision, values and strategic goals.

Action Plan: Attract and retain employees through recruitment/onboarding/succession planning and professional development activities to support belonging, well-being, and engagement.

Success Measure 5.2: Increase the positive HCLA response to the DSHS Employee Engagement Survey question: "My agency supports employee well-being" from new HCLA baseline of 69% established October 2025 to 71% by October 2027.

This objective was added to our Strategic Plan in 2017 to call focus to our organizational development.

Importance: HCLA recognizes the science behind and importance of employees satisfaction, employee retention, innovation, organization effectiveness, and positive outcomes for the people we serve.

DATA SOURCE: DSHS Employee Survey reported by RDA (Agency and Administration comparison reports or HCLA Statistical Report); provided by Amy Besel, Organizational Development Administrator.
MEASURE DEFINITION: Percent positive staff responses to DSHS Employee Survey question "My agency supports employee well-being."
DATA NOTES: **1** Numerator: Number answering "Strongly Agree" or "Agree" in response to question. Denominator: Total number of employees who answered the question. **2** State Human Resources released a new standard response scale in 2023. The scale changed from frequency ("1 – Never or Almost Never" to "5 – Always or Almost Always") to agreement ("1 – Strongly Disagree" to "5 – Strongly Agree"). Interpret comparisons between 2021 baselines and 2025 targets with caution as differences between years are at least partially due to differences in the response scales.

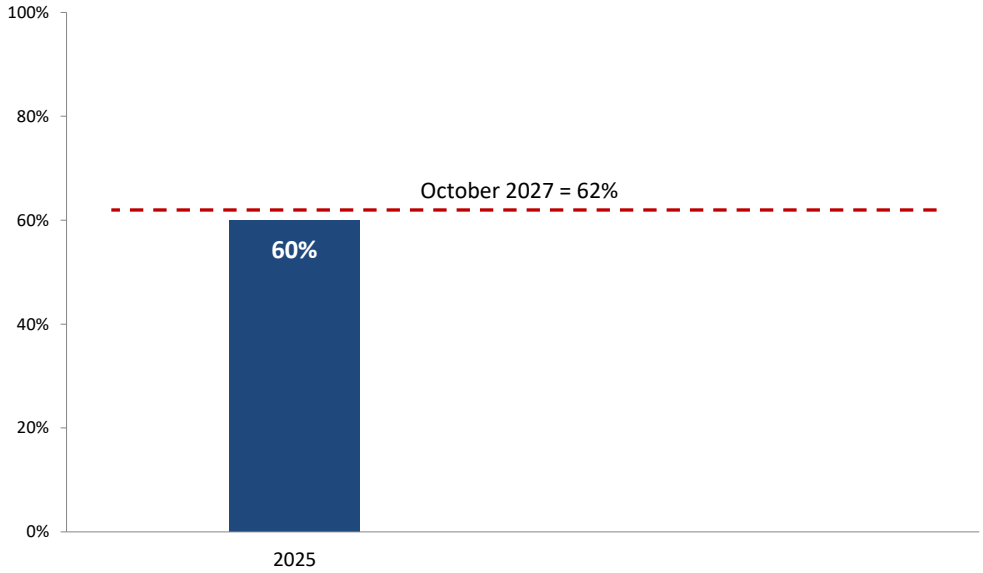
TO DATA: https://www.dshs.wa.gov/data/metrics/AAH.46.xlsx

People Power

Home and Community Living Administration

HCLA Employee Opportunities for Innovation and Impact

Percent positive staff responses to DSHS Employee Survey question
"I am encouraged to come up with better ways of doing things."



SUMMARY

• This measure supports HCLA Strategic Goal 5: Foster a culture of belonging, well-being, and engagement in our shared mission, vision, values and strategic goals.

• Success Measure 5.3: Increase the positive HCLA response to the DSHS Employee Engagement Survey question "I am encouraged to come up with better ways of doing things" from new HCLA baseline of 60% established October 2025 to 62% by October 2027.

• Importance: HCLA recognizes the science behind and importance of employees satisfaction, employee retention, innovation, organization effectiveness, and positive outcomes for the people we serve.

DATA SOURCE: DSHS Employee Survey reported by RDA (Agency and Administration comparison reports or HCLA Statistical Report); provided by Amy Besel, Organizational Development Administrator.
MEASURE DEFINITION: Percent positive staff responses to DSHS Employee Survey question "I am encouraged to come up with better ways of doing things."
DATA NOTES: 1 Numerator: Number answering "Strongly Agree" or "Agree" in response to question. Denominator: Total number of employees who answered the question.

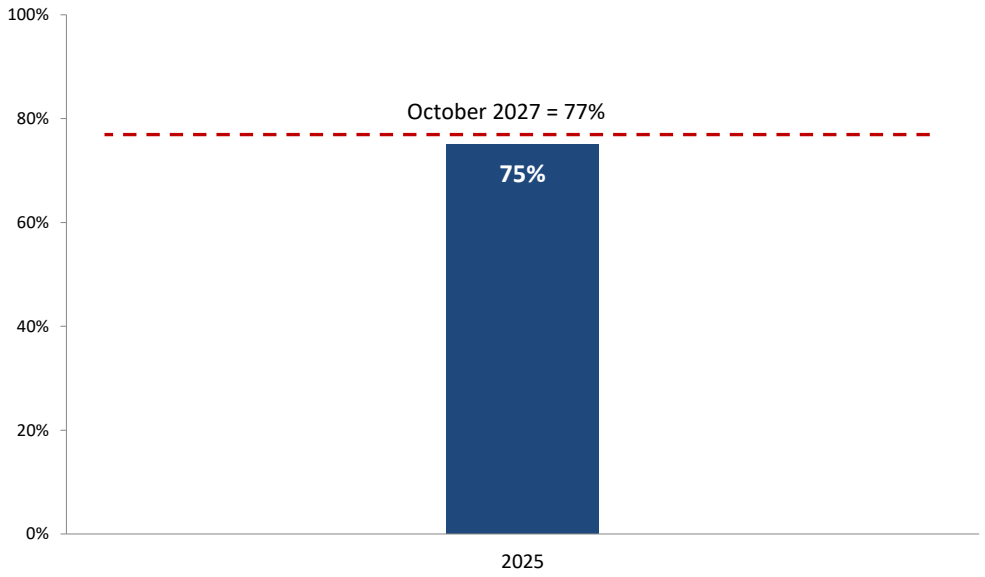
TO DATA: https://www.dshs.wa.gov/data/metrics/AAH.45.xlsx

People Power

Home and Community Living Administration

HCLA Employee Opportunities for Engagement in Mission, Vision, Values, Shared Goals

Percent positive staff responses to DSHS Employee Survey question
"I can see a clear link between my work and my agency's vision."



SUMMARY

• This measure supports HCLA Strategic Goal 5: Foster a culture of belonging, well-being, and engagement in our shared mission, vision, values and strategic goals.

• Action Plan: Attract and retain employees through recruitment / onboarding / succession planning and professional development activities to support belonging, well-being, and engagement.

• Success Measure 5.4: Increase the positive HCLA response to the DSHS Employee Engagement Survey question "I can see a clear link between my work and my agency's vision" from new HCLA baseline of 75% established October 2025 to 77% by October 2027.

• Importance: HCLA recognizes the science behind and importance of employees satisfaction, employee retention, innovation, organization effectiveness, and positive outcomes for the people we serve.

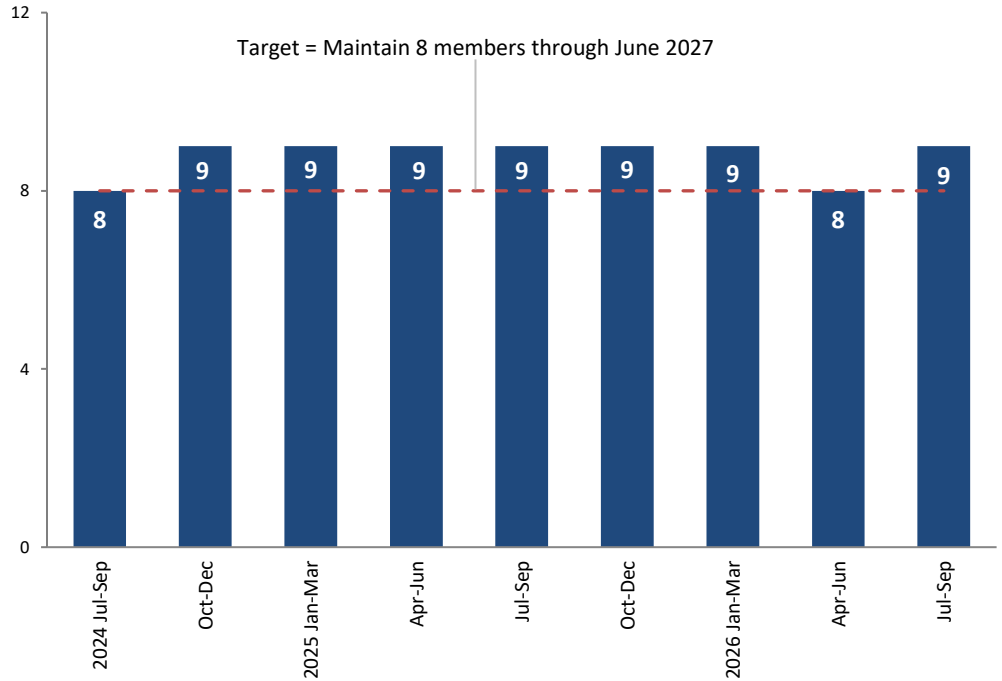
DATA SOURCE: DSHS Employee Survey reported by RDA (Agency and Administration comparison reports or Tab 1A on HCLA statistical report); provided by Amy Besel, Organizational Development Administrator.
MEASURE DEFINITION: Percent positive staff responses to DSHS Employee Survey question "I can see a clear link between my work and my agency's vision."
DATA NOTES: 1 Numerator: Number answering "Strongly Agree" or "Agree" in response to question. Denominator: Total number of employees who answered the question.

TO DATA: https://www.dshs.wa.gov/data/metrics/AAH.50.xlsx

Community Engagement

Home and Community Living Administration

Number of persons participating in HCLA advisory groups



DATA SOURCE: Home and Community Services; supplied by Jennifer Phillips, HCLA Strategic Engagement Manager.
MEASURE DEFINITION: Count of participants who have lived experience participating in Service Experience Team.
DATA NOTES: **1** Simple count of participants.

SUMMARY

• This measure supports HCLA Strategic Goal #3: Engage partners to increase access to coordinated services and improve customer experience.

• Action Plan: Collaborate with Tribal Governments, our clients and their support networks, and Home and Community Living partners / community advocates to develop culturally relevant and person-centered policies, processes and practices.

• Importance: Service Experience Team (SET) members are the voice for all people receiving long-term support services across the state. Empowering clients through SET representation is essential for ensuring that their voices are heard, and their perspectives are considered. By actively participating in policymaking, SET members can advocate for the needs of clients, ensuring that decisions are made in a way that promotes their well-being and dignity. This proactive approach fosters a sense of ownership and accountability, strengthening the relationship between the organization and the individuals it serves.

• Success Measure 3.2: Maintain community participation in Lived Experience Advisory groups through June 2027; Maintain Service Experience Team members through June 2026; Establish Youth Advisory Committee by June 2027.

TO DATA: https://www.dshs.wa.gov/data/metrics/AAH.33.xlsx