



Mission: Keep Washington safe and working

Director's message



Few people are aware of everything the Department of Labor & Industries does to keep Washingtonians of all ages safe at work, at home and beyond. Although L&I employees operate a diverse array of programs and services, we are connected by a common mission of keeping Washington safe and working.

Our strategic plan outlines five goals and more than a dozen high-level strategies for improving workplace safety, helping injured workers heal and return to work, making it easy to do business with L&I, clamping down on fraud and making L&I a desirable place to work. Every goal is designed to show the importance we place on understanding and meeting the needs of our customers and partners. We want to create a future in which L&I is consistently viewed as helpful, knowledgeable, accessible and invested in our customers' success.

This starts by trusting that most employers want to provide safe workplaces, by understanding that most injured workers want to go back to work and earn a living, and by believing that most medical providers want the best possible outcome for every worker. L&I will encourage these aspirations by increasing access to timely, understandable information and outstanding services that empower our customers and service providers to make effective decisions. And we'll do this while vigilantly holding cheaters accountable.

And last but not least, we'll strive to make L&I a magnet for top-notch, service-oriented employees who bring creative ideas and energy to accomplish our mission.

A handwritten signature in black ink that reads "Joel Sacks". The signature is written in a cursive, flowing style.

Joel Sacks, Director

Strategies	Results WA linkage	L&I measures	Proposed 2015 legislative requests	
			Policy	Budget

Goal 1: Make workplaces safe

We want employers and workers to look on L&I as a partner in helping them create and maintain safety-conscious workplaces.

1.1 Reduce injury rate at workplaces visited by L&I.	Goal 2: Business Vitality and Thriving Washingtonians.	<ul style="list-style-type: none"> ▪ % of inspections with serious hazards identified and corrected. ▪ Compensable claims at worksites visited (vs. not visited) by L&I. ▪ % of closing conferences/meetings where employer-specific hazard information is delivered. 	<ul style="list-style-type: none"> ▪ Allow prosecutors to apply existing felony laws to safety & health criminal violations. 	<ul style="list-style-type: none"> ▪ Hazardous-chemical incident prevention (+ Goal 3) ▪ Logger Safety Initiative (+ Goals 3 & 4) ▪ Move safety & health research lab & training facility (capital) (+ Goal 5) ▪ Rebuild asbestos certification system (+ Goals 3 & 4)
1.2 Foster a culture of safety at as many workplaces as possible.	Goal 4: Safe People 2.5	<ul style="list-style-type: none"> ▪ Rate of extremely serious injuries that lead to immediate hospitalizations. ▪ Rate of extremely serious injuries that lead to worker deaths. ▪ Injury rates for 2 leading causes in most-hazardous industries. ▪ % of employers contacted within 5 days after a claim is filed. ▪ % of workers who say their employer's safety culture is good or very good. 		

Goal 2: Help injured workers heal and return to work

Helping injured workers heal and return to work requires a shared commitment by L&I, medical providers, employers and the workers themselves. We'll engage all parties more actively, provide better information, remove process barriers, and increase efforts to reconnect injured workers with the workforce when they're ready.

2.1 Create a culture of return-to-work (RTW).	Goal 2: Business Vitality and Thriving Washingtonians.	<ul style="list-style-type: none"> ▪ Number of long-term disability claims per 10,000 total claims. ▪ % of injured workers who return to work within 6 mos. after claim received. ▪ % of new claims receiving vocational services by 90 days. ▪ % of injured workers surveyed who remember discussing RTW. 	<ul style="list-style-type: none"> ▪ Expand Preferred Workers Program to more employers; make Voc Improvement Project (VIP) permanent; protect employers from certain retraining-related claim costs. (+ Goal 3) ▪ Allow Stay at Work enhancements and one-time Self-Insured Program investments to be paid with non-appropriated funds. 	<ul style="list-style-type: none"> ▪ Return-to-work assistance for claim managers (+ Goal 3) ▪ Best practices for reducing disability (+ Goal 3) ▪ Implement workers' comp reform and timely Stay at Work payments (+ Goal 3) ▪ Expand Preferred-Worker Program and make Vocational Improvement Project (VIP) permanent (+ Goal 3)
2.2 Reduce preventable disability.	Goal 4: Safe People 2.5. Goal 5: Efficient, Effective Government 1.1, 1.3, 3.1.	<ul style="list-style-type: none"> ▪ % of injured workers on time-loss at 3 months who are still on time-loss 6 months after injury (persistence rate). ▪ % of injured workers being treated by COHE providers. ▪ % of injured workers on chronic opioids. ▪ % of injured workers on time loss 6 months after injury. 		
2.3 Reduce system delays & improve customers' experience.		<ul style="list-style-type: none"> ▪ Average # of time-loss days paid 90 days after claim received. ▪ Overall injured-worker experience. ▪ Overall employer experience. ▪ Median days of time-loss paid at first referral for vocational services. 		

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Goal 3: Make it easy to do business with L&I

We could save time, aggravation and errors for customers – and for L&I employees – by making information easier to understand and by improving processes so they make sense and get the right results.

3.1 Provide info and materials that customers can easily understand.	Goal 2: Business Vitality 1.2.b & 1.2.c. Goal 5: Efficient, Effective Government 1.1, 1.3, 2.1, 3.1.	<ul style="list-style-type: none"> Customer-satisfaction ratings regarding L&I information and instructions. 	N/A	<ul style="list-style-type: none"> Retire LINIIS (+ Goals 1, 2, 4 & 5) Prevailing-wage improvements (+ Goal 4) Mobile inspections Create dedicated account for Elevator, Contractor & FAS programs (+ Goal 4)
3.2 Decrease time and costs for customers.		<ul style="list-style-type: none"> Length of time required to deliver/complete specific customer services or activities. 		
3.3 Improve specific processes based on customer needs & expectations.		<ul style="list-style-type: none"> Surveys will show that customers: <ul style="list-style-type: none"> Know what to do. Can do it easily. Believe it makes sense. Trust L&I to care about and understand their perspective. 		

Goal 4: Help honest workers, businesses and providers by cracking down on dishonest ones

Fraud drives up costs and may delay services for those who play by the rules. We'll continue to improve our strategies for identifying, reducing and communicating about fraud and other bad behavior.

4.1 Improve identification of bad actions.	Goal 2: Business Vitality. Goal 5: Efficient, Effective Government.	<ul style="list-style-type: none"> Number of criminal cases referred to prosecutor, including cases involving fraud across multiple systems. Number of referrals and tips received from public. Number of unregistered-employer audits. 	N/A	<ul style="list-style-type: none"> Underground-economy investigations unit Prevailing-wage improvements (+ Goal 3) Self-Insured Risk Analysis System (SIRAS) (+ Goal 3)
4.2 Improve public perception that we're targeting bad actions.		<ul style="list-style-type: none"> Amount of wages returned to workers through employment-standards and prevailing-wage investigations. Amount of worker's compensation costs avoided through fraud investigations. Dollar value of administrative fraud orders (AFO) issued. % of citizens who believe cheaters are caught and punished. 		
4.3 Decrease number of bad actions.		<ul style="list-style-type: none"> Number of underground-economy violations issued by Construction Compliance, Electrical Licensing & FAS programs. 		

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Goal 5: Ensure L&I is an employer of choice				
<i>A fulfilling workplace helps attract and retain the best employees for delivering outstanding service to our customers. We'll get there by informing, engaging and empowering employees to achieve their full potential – just as we do for our customers.</i>				
5.1 Encourage and promote safety and wellness.	Goal 5: Increase Washington as employer of choice 1.2	<ul style="list-style-type: none"> ▪ % of staff who say L&I provides a safe workplace and promotes their well-being. ▪ Reduction in L&I staff injury claims. ▪ % of L&I leaders and employees participating in wellness activities. 	N/A	<ul style="list-style-type: none"> ▪ Yakima move (+ Goals 1 & 3)
5.2 Promote a culture of trust.		<ul style="list-style-type: none"> ▪ % of staff who say they're empowered to make a difference. ▪ % of staff who say, "I'm encouraged to point out and fix problems." ▪ % of L&I staff participating in Lean problem-solving efforts. ▪ % of Leadership Team (LT) creating development plans and participating in 360° surveys. 		
5.3 Increase opportunities for staff to learn and grow.		<ul style="list-style-type: none"> ▪ % of staff who say, "L&I invests in me, and I'm fully engaged." ▪ % of staff who say they have opportunities to learn and grow. ▪ % of staff who say they have the resources, skills and time to do their jobs. ▪ % of L&I employees offered engagement conversations. ▪ % of managers and supervisors involved in mentoring program. 		

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