“No Wrong Door” Service and Data Integration

Kim Goutam, PhD | PMP (Manager – Data Integration Initiatives)
Liz Gallagher (Workforce Policy Associate)

No Wrong Door Priority in the State Plan Update

Lead No Wrong Door and support partners to implement HR1 work requirements for SNAP and Medicaid with a more coordinated navigation system, workforce unique identifiers, back-end data sharing, agreements and referral support.

Engagement

- Government: DSB, DSHS (DVR, ESA), ESD, L&I, OSPI, SBCTC, WaTech, LWDBs, **HCA**
- Board role: Lead No Wrong Door, support partners leading HR1 work requirements for SNAP and Medicaid
- Other parties: Add agencies or organizations as needed for legal, technical, and service delivery

Roles for No Wrong Door

- Workforce Board: Convene partners, apply unique identifiers, coordinate MOUs/DSAs, guide navigation tool development, guide data platform development
- Partners: Reach agreement on MOUs/DSAs, provide legal review, technical input, and operational expertise
- Shared responsibility across agencies for HR1 work requirement implementation and system evaluation

Note: Board refinements from Nov. 2025 Board Meeting included adding HCA as a partner. Note that overall plan feedback included flexibility to adjust plans as needed (e.g. constraints, timing).

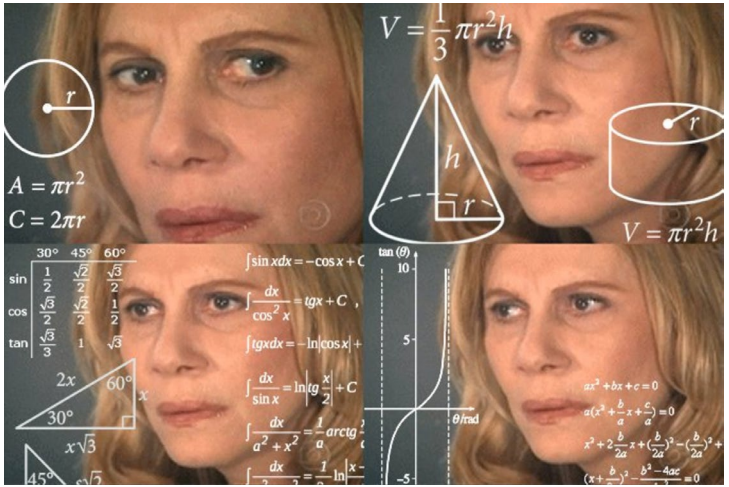
Agenda

1. Background
2. Progress
3. Questions/Comments

Why No Wrong Door: The Current System

Case Coordination

- How do case managers share information to coordinate services today?
  - Calls and emails - contacts unclear due to staff turnover.
  - Data entry, documentation gathering, information repeating over and over again.



Referrals

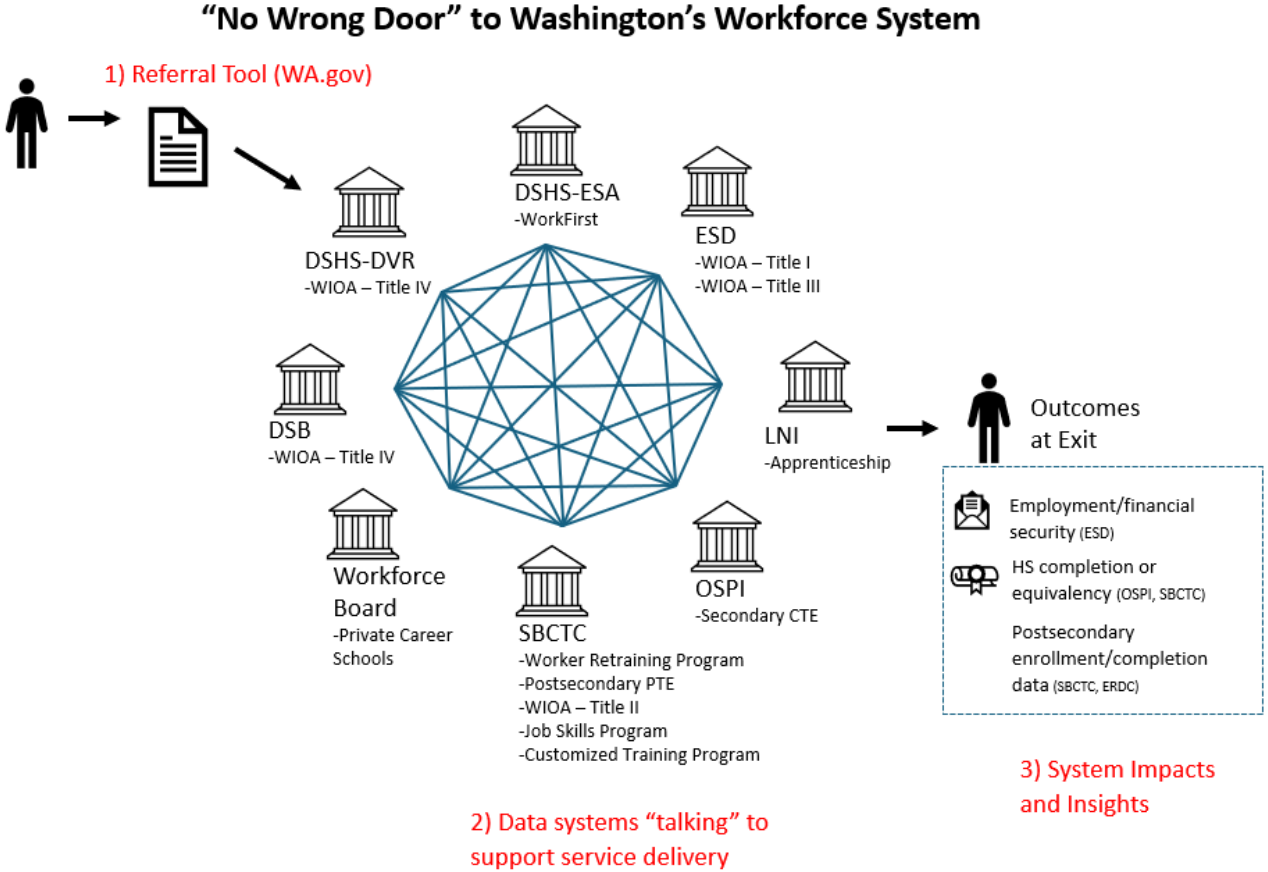
- How do we do referrals now?
  - Fragmented
  - Confusing
  - Gives client the "run around"

Why No Wrong Door Is a Game Changer

- **Data systems talking to each other**
  - Why would instant data sharing be so helpful?
    - Reduces duplicate paperwork/data entry
    - Reduces staff and customer burnout
    - Promotes continuity of care, and focus on the job seeker, not their paperwork

- **Universal Referral** via WA.gov Portal
  - Why would one referral process be so helpful?
    - Buffet of program options, not breadcrumb trails
    - Trackable referrals to ensure client is enrolled
    - Less data entry, more focus on the real work – job seeking

What is No Wrong Door Project?



Guiding Principles

Local Needs

- System Integration Research Study (2018)
- System Integration Landscape Analysis (2025)
- Feedback groups:
  - Economic Justice Alliance
  - (In progress) WorkSource Advisory

Best Practices

- Reviewed **44 similar efforts** in other states, focusing on:
  - Governance
  - Technology
  - Regulatory context
  - Resourcing models
- Common needs that shaped our design included:
  - Share key information across data systems
  - Use one ID to match people
  - Refer to needed services

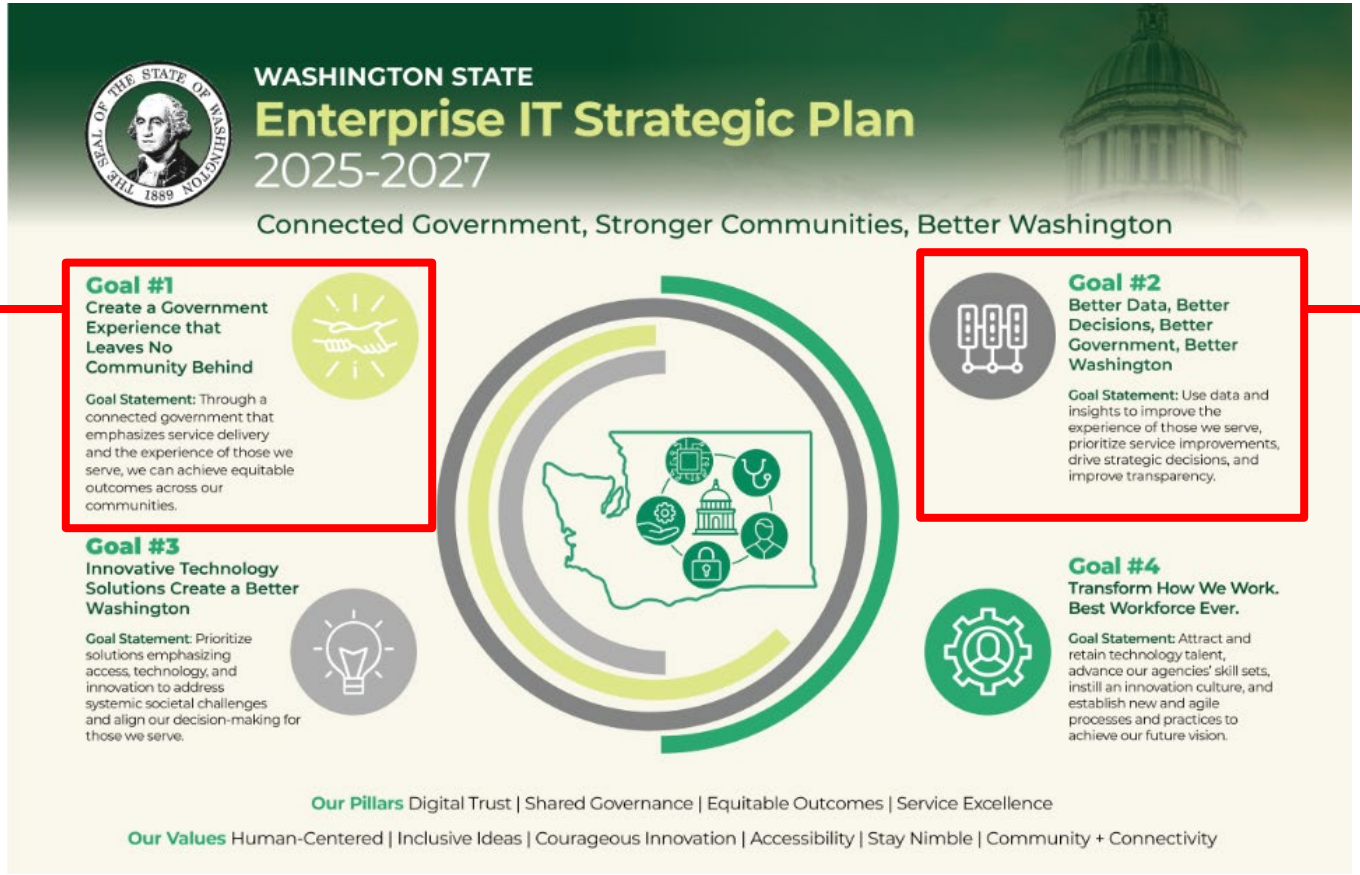
Mandates (see Appendix B)

- **State**
  - EO 25-06 (NEW)
  - EO 99-02
  - RCW 28C.18.060
  - RCW 28C.18.110
- **Federal - WIOA**
  - 101(d)(3)(A)
  - 101(d)(8)
  - 102(b)(2)(C)
  - 116

WaTech's Alignment and Partnerships

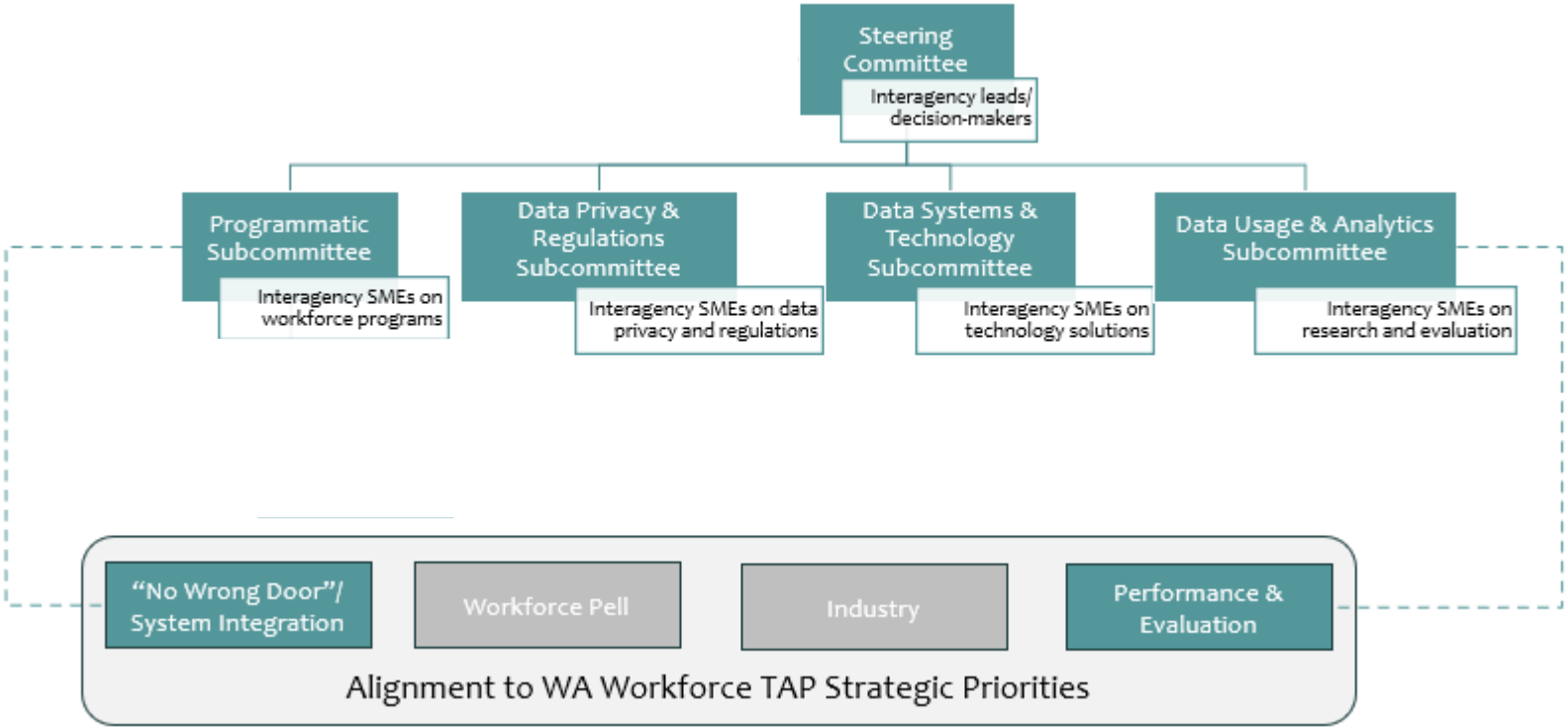
WA.gov PORTAL

(Affiliated with EO 25-06)



ENTERPRISE DATA PLATFORM

Governance and Cross-Agency Work



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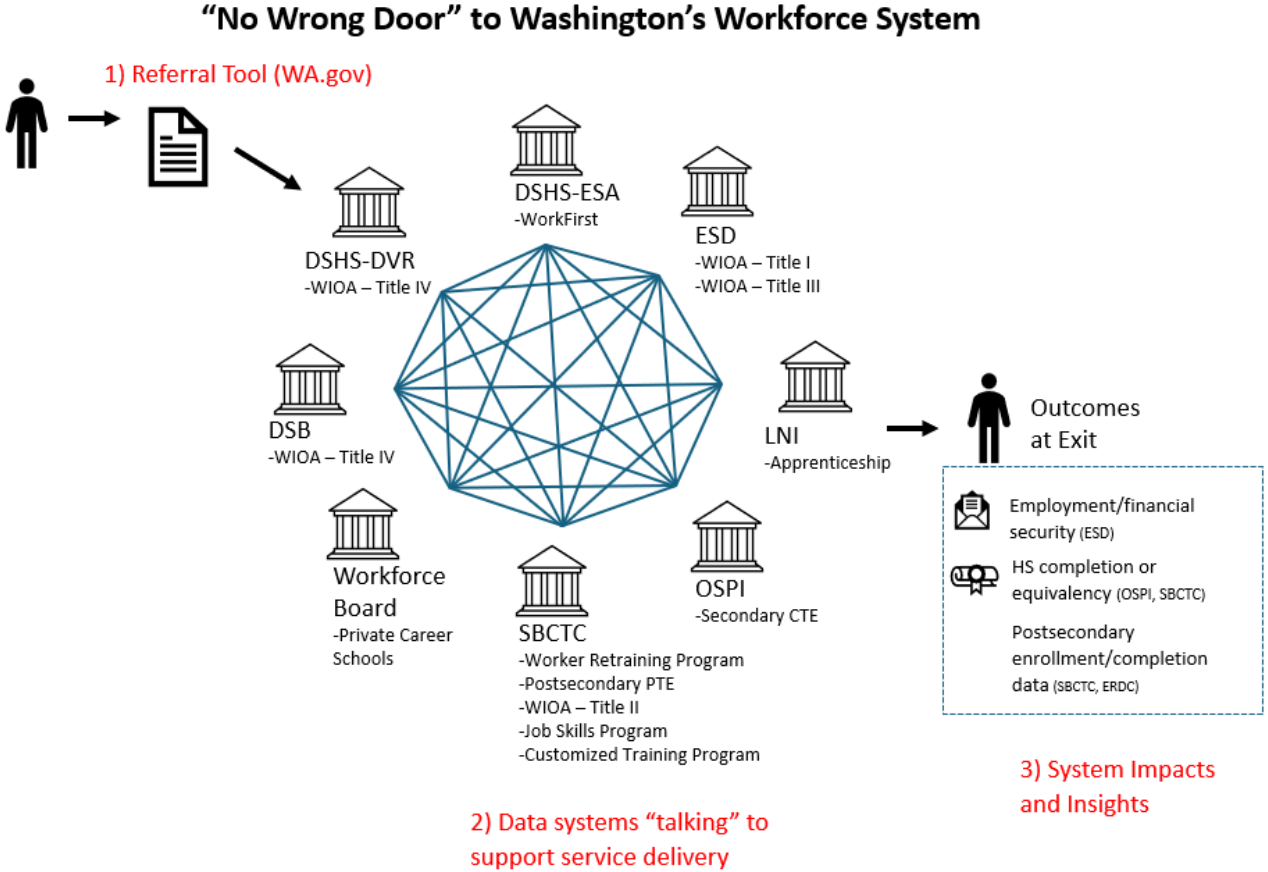
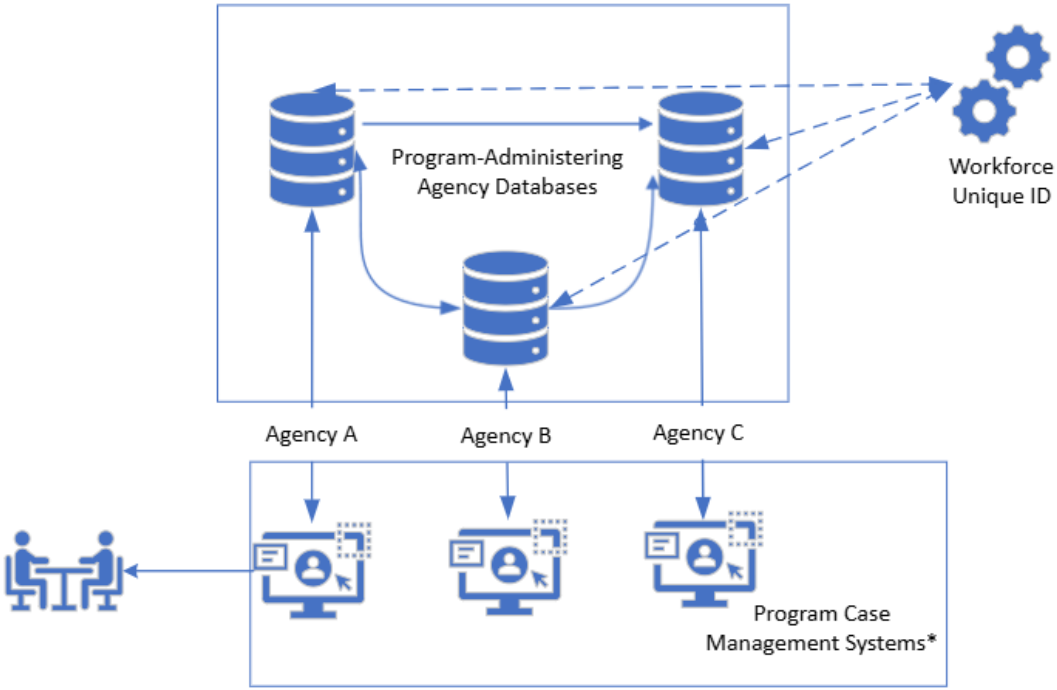


Data Sharing (Enterprise Data Platform)



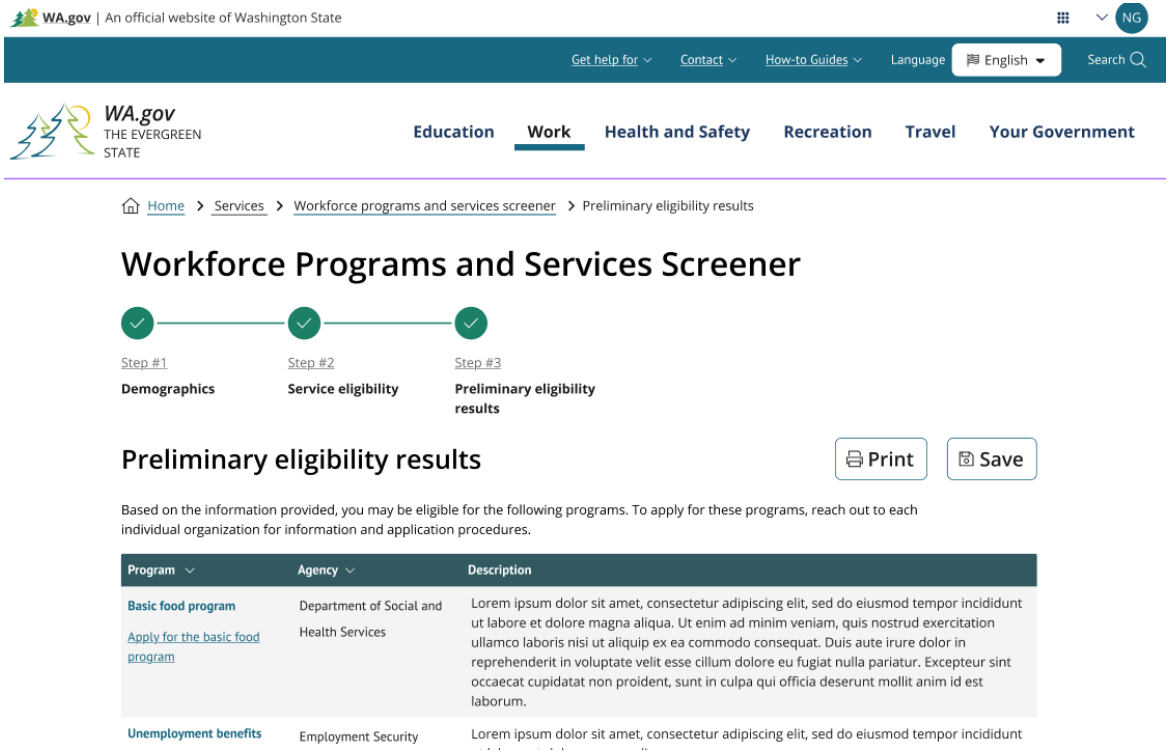
- Secure data platform established (see Appendix D)
- Data linking tool almost complete
  - Shows 99%+ accuracy
  - Reduces incorrect matches

System Impacts and Insights

Proposed Framework

- **Landscape Indicators**
  - Workers/job seekers: Self-sufficiency for Washington state. This shows the percent of state households that meet the self-sufficiency standard.
  - Thriving state businesses: This could be, for example, the state GDP.
- **Measures to track performance of statewide workforce system,** focusing on workforce development outcomes. Examples:
  - Workforce system participant stats of employment and earnings, disaggregated by various demographics.
  - For business, an example could be job openings or new business applications. Where possible, align with AWB Institute dashboard.
  - Consider new measures that could be collected to support this work.

Referral Tool Mock-Up (WA.gov)



- Combining common eligibility questions in a short 15-question form
- Tool Design complete
- (Up Next) Prototype

Questions & Comments

Contact:
Liz Gallagher, liz.gallagher@wtb.wa.gov
Kim Goutam, kim.goutam@wtb.wa.gov

APPENDICES

Appendix A: User Personas

JOB SEEKER

Goals
- Find needed resources to have employment or livable wages
- Achieve job quality
- Achieve self-sufficiency

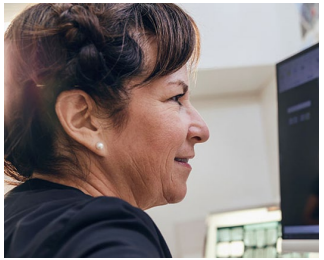
Pain Points
- Navigating workforce system is confusing and frustrating; may walk away from services
- System is siloed, creating redundancies and “intake fatigue”
- May have significant barriers and accessibility may be a deterrent

CASE MANAGER

Goals
- Effectively meet the needs of job seekers
- Efficiently carry out responsibilities in resource-constrained environment

Pain Points
- Don’t have access to all relevant information to support job seeker
- Systems not in place to support service delivery (e.g., robust referral system)
- Manual processes require more time from case manager, creating strain on staff

PROG. ADMINISTRATOR



Goals
- Meet state and federal mandates
- Achieve impactful service delivery
- Conduct continuous cycle of improvement for programs

Pain Points
- Data access limits ability to make programmatic insights
- Data sharing is inefficient, with varied approaches to work around system limitations (e.g., data matching)
- Not meeting federal guidelines for a unified data and workforce system

Appendix A: User Personas

JOB SEEKER

Benefits

- Streamline access to relevant workforce services through "no wrong door" approach
- Be able to easily move between programs, bundling services
- Achieve better educational and employment outcomes

CASE MANAGER

Benefits

- Have systems and tools in place to refer customers to partner programs
- Access needed information to bundle services and collaborate more intentionally with partner programs
- Automate processes that are manual and time-intensive (e.g., eligibility)

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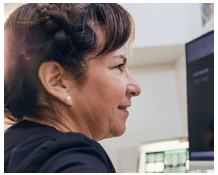

Benefits

- Have full view of services program participants are receiving in workforce system to carry out program evaluation and impacts assessment
- Use findings to identify strengths, challenges, and best practices towards a continuous cycle of improvement

Appendix B: Regulations

The Workforce Board is governed by several mandates on the oversight and management of information pertaining to the workforce development system.

(NEW!) Executive Order 25-06: "Sharing customers' data between agencies within the Washington state enterprise can, in appropriate circumstances, facilitate Your Washington, WA.gov, and customer experience improvements across the enterprise to provide efficient, responsive, and person-focused government services."

Executive Order 99-02: The Workforce Board is tasked with establishing a "state unified plan… to simplify [universal access to employment and training programs] so that state employment and training customers can better obtain these services".

RCW 28C.18.110: The Workforce Board, in collaboration with operating agencies, will identify policies to minimize administrative barriers, improve operational efficiency, and improve coordination across the workforce development system.

RCW 28C.18.060: The Board is tasked with establishing a "consistent and reliable" database of vocational education enrollments, costs, program activities, and job placements from publicly funded vocational education programs in the state.

WIOA 102(b)(2)(C): Have lead state agencies administering core programs to "align and integrate available workforce and education data on core programs, unemployment insurance programs, and education through post-secondary education."

WIOA 116: Enable the unified performance accountability system, including supporting performance reporting requirements (Sec. 116[d]) and carrying out evaluation of state programs (Sec. 116[e]).

TEGL 39-11: DOL provides guidance to pursue a unique workforce system identifier that moves away from the reliance of social security numbers as one of the key identifiers for participants.

WIOA 101(d)(3)(A): The state workforce board is responsible for the continuous improvement of the state workforce system, including identification of barriers and means for removing barriers to "better coordinate, align, and avoid duplication among the programs and activities carried out through the system."

WIOA 101(d)(8): Federal requirements task the state workforce board to "align technology and data systems across one-stop partner programs" and consolidate reporting on performance and accountability measures across workforce programs—moving away from isolated program reporting.

Appendix C: Data Security and Privacy

- Partnerships with WaTech's Enterprise Data Platform and WA.Gov Portal.
  - Aligned with the state's Enterprise IT Strategic Plan.
- WaTech's Cloud Services and Small Agency IT Support provides direct data security supports.
- **Agencies' current access to personally-identifiable information (PII) will remain unchanged**.
  - Non-identifying program information will be linkable through a deidentified Workforce ID—achieving efficiencies without risking individual privacy, security, or safety (from misuse of data).
- Data is partitioned (or separated to control access) and based on an as-need-to-know basis.
- Constituent consent is built into all stages of implementation.