



**STATE OF WASHINGTON**  
**DEPARTMENT OF SOCIAL AND HEALTH SERVICES**  
 Economic Services Administration  
 Community Services Division  
 Post Office Box 45440, Olympia, Washington 98504-5440

December 6, 2019

Dear Community Partners,

I am excited to share with you some pilot projects that the Community Services Division (CSD) is kicking off in December 2019 as part of our Transforming Case Management project. The second pilot mentioned, providing warm hand-off referrals, should be of special interest to you, as you and your staff may experience an increase in referral calls from people seeking resources. As a community resource and provider, I thank you for your service and hope this pilot is a small step to better connecting people with you who could learn about and possibly benefit from your services.

- **Desk-Side WorkFirst Orientation** – Currently, a classroom style orientation is used primarily across the state for staff to conduct our WorkFirst orientation. Pilot sites will test a new, shorter WorkFirst orientation with the goal of offering an engaging, transparent and effective message about the program. The orientation will also include a short video. Staff will share program details with families individually, rather than in a classroom style. Families will develop a clearer understanding of their responsibilities and what opportunities are available to them while receiving a TANF grant.
- **Providing Warm Hand-Off Referrals and Follow-Up Support** – When customers ask for additional services or if we pick up on a cue that additional resources may be helpful, staff at pilot sites will offer warm hand-offs in the Community Services Offices and when completing reviews for ongoing benefits in the Contact Center. A warm hand off is an additional step over and above providing information about the resource that our staff will take with customers by either walking them over to a co-located resource or offering to call the resource with the customer present. The pilot will include providing a warm referral to outside resources and then following up with people who received referrals to determine the result of the referral and if needed, help make a connection to additional resources.

We are beginning to pilot in December, and anticipate they will last 90 days.

**Pilot offices are:**

<b>Desk-side WorkFirst Orientation</b>	<b>Warm Hand-Off Referral and Follow-up</b>
Aberdeen CSO, Aberdeen	Statewide Customer Contact Center
Bremerton CSO, Bremerton	Colville CSO, Colville, Republic and Newport
King Eastside CSO, Bellevue	Moses Lake CSO, Moses Lake
Spokane Maple CSO, Spokane	Pierce South CSO, Tacoma
	Sky Valley CSO, Monroe
	White Center CSO, West Seattle

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We are looking forward to working collaboratively with you to provide customers with the services they need to thrive, both inside and outside of CSD.

### **About Transforming Case Management**

CSD launched the Transforming Case Management project in 2017. It's a multi-year project to assess and examine our practices and build a new standardized case management and social services model that optimizes customer service. We know that in order to do this work effectively, we must transform how we train and support our staff, work with our customers, and collaborate with our partners and stakeholders. This ambitious project will have a major impact on how CSD will advance the Economic Service Administration's goal of reducing poverty in half by 2025 in a way that eliminates disparities.

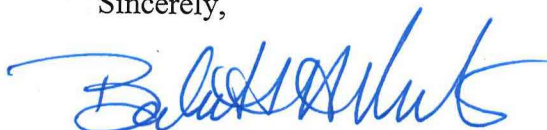
The project contains two phases: (1) development of recommendations; and (2) development of a plan to implement the approved recommendations. We are currently in phase two.

The development of recommendations was a comprehensive and inclusive process. It included research, lessons learned from past pilot work and initiatives, and staff and customer focus groups. The end result was 34 recommendations that we are working to develop, pilot and implement. These recommendations form the foundation of a significant culture-change that will make us a more efficient and effective organization. It's exciting to see the pilot implementation begin!

The Community Services Division is mindful that we have to work hand-in-hand with our community partners and stakeholders to provide our customers with the broadest range of resources possible to support them. We look forward to partnering with you to help our Transforming Case Management project transform lives. If you have any questions, please do not hesitate to contact me directly at 360-725-4888.

Thank you.

Sincerely,

A handwritten signature in blue ink, appearing to read "Babs Roberts", with a large, sweeping flourish extending to the left.

Babs Roberts, Director  
Community Services Division