



*Commonwealth of Massachusetts
Executive Office of Health and Human Services
Department of Transitional Assistance*

CHARLES D. BAKER
Governor

MARYLOU SUDDERS
Secretary

KARYN POLITO
Lieutenant Governor

JEFF McCUE
Commissioner

**Online Guide Transmittal 2017-6
January 20, 2017**

To: Department of Transitional Assistance Staff

From:  **Sarah Stuart, Associate Commissioner for Program and Policy Implementation**

 **Paul Sutliff, Assistant Commissioner for Field Operations**

Re: TAFDC and EAEDC – LEAD for Cash

Overview

LEAD for Cash begins in mid-January 2017 in four TAOs. Those TAOs are: Quincy, Lawrence, Southbridge, and Holyoke.

Initially, LEAD for Cash will focus on TAFDC case managers, supervisors and FEWs. EAEDC staff will be added later in the schedule.

While the purpose of LEAD for Cash is similar to LEAD for SNAP: “To ensure that all of our clients have the opportunity to receive all the benefits that they are entitled to, in a timely, efficient and respectful manner, providing them dignity, and nutritional and financial stability as a foundation in the short term and to a real and meaningful pathway to a better and more stable future for them and their children”, the means used to achieve that purpose is different.

For cash case managers and FEWs, LEAD will create an environment where staff are continually engaged in learning, have real opportunities for personal and professional growth, and receive encouragement for good work and recognition of excellence. LEAD will provide supervisors with tools to help staff improve outcomes for clients, in both overall financial stability as well as training and employment opportunities.

**Measuring
LEAD's Impact**

LEAD will provide ways to see, measure and capture client outcomes to give real meaning to the work cash case managers do. This will be done by:

- recognizing and encouraging good and excellent work;
- identifying areas, individuals and systems the Department needs to improve, and developing a plan of action for ensuring that improvement happens; and
- continuously engaging staff through positive recognition, as well as teachable moments to ensure each case manager achieves the Key Competencies.

LEAD for cash will also help DTA with the following objectives:

- More client financial stability;
- Higher client participation rate;
- Improved and more frequent positive outcomes for clients: stable jobs, less reliance on benefits, future education opportunities;
- Less client churn;
- Supervisors coaching and providing professional development for their case managers;
- Case managers showing real growth in areas of Key Competencies; and
- Higher job satisfaction for staff in general, due to working in an engaged, learning and growth environment, and seeing the impact their hard work has on families.

As always, Central Office will be relying on feedback from our TAOs to inform the project going forward.

LEAD FAQs

1. What is the LEAD initiative?

Leadership, Empowerment, Assistance, Development (LEAD) is a major Department initiative aimed at helping our workforce better serve clients. LEAD is focused on *enhancing professional development* and *improving client outcomes* at the Department.

2. How is LEAD for Cash different than LEAD for SNAP?

The *purpose* of LEAD is still the same: developing our workforce to improve the lives of our clients. The *structure* of LEAD will be adapted to meet the specific demands of TAFDC and EAEDC work.

3. What types of changes can I expect?

Like SNAP, LEAD for Cash will feature Case Reviews, Observations (formerly Customer Service Reviews), Monthly One-on-Ones, and Process Measures. The tools have been updated to fit the needs of TAFDC staff and clients.

4. Will there be increased authorization (single sign-off)?

No, at least not on Day 1. However, a plan for new authorization levels – for example, the ability to sign-off on certain types of case maintenance activities – is currently being developed.

5. How will I find time for LEAD?

The goal of LEAD is to work smarter, not harder. LEAD provides tools to help us improve, so we have more time to focus on the work that really matters: better serving our clients to help them achieve economic self-sufficiency.

6. When does LEAD for Cash begin?

In January 2017, LEAD for Cash will start Round 1 in Quincy, Lawrence, Southbridge, and Holyoke. Next, LEAD will be implemented in regional clusters, likely beginning in April 2017 and continuing through the end of the calendar year. An official schedule will be announced soon.

7. Is LEAD the same as Pathways?

LEAD is designed to support and improve Pathways by developing skills, knowledge, and techniques. LEAD will also help DTA promote client financial stability, higher client participant rate, and improved and more frequent positive outcomes: Stable jobs, less reliance on benefits, and future education.

**LEAD FAQs
(continued)**

8. Who is part of this initiative?

TAFDC workers, including Case Managers, FEWs, and Supervisors. In addition, managers will have a more formal role in LEAD, both for TAFDC and SNAP.

9. What about EAEDC?

LEAD for EAEDC is also under development and should begin initial rollout before the end of 2017.

10. Why should I be excited about LEAD?

LEAD is an opportunity for DTA staff to learn, grow, and see meaningful results for the individuals and families we serve. It will be part of the work done every day. It also represents a major shift in the way we think about and measure individual impact on our teams, our organization, and most importantly, our clients.

Questions

If you have any policy or procedural questions, after conferring with the appropriate TAO personnel, please have your Systems Information Specialists or TAO management email the DTA Mailbox.

Systems issues should be directed to the Systems Support Help Desk.
