



## Collaborative Change Framework for Tribal Child Welfare Teams

### Overarching Aim

The aim of this Tribal Breakthrough Series Collaborative (BSC) is to cultivate a sustainable tribal child welfare workforce.

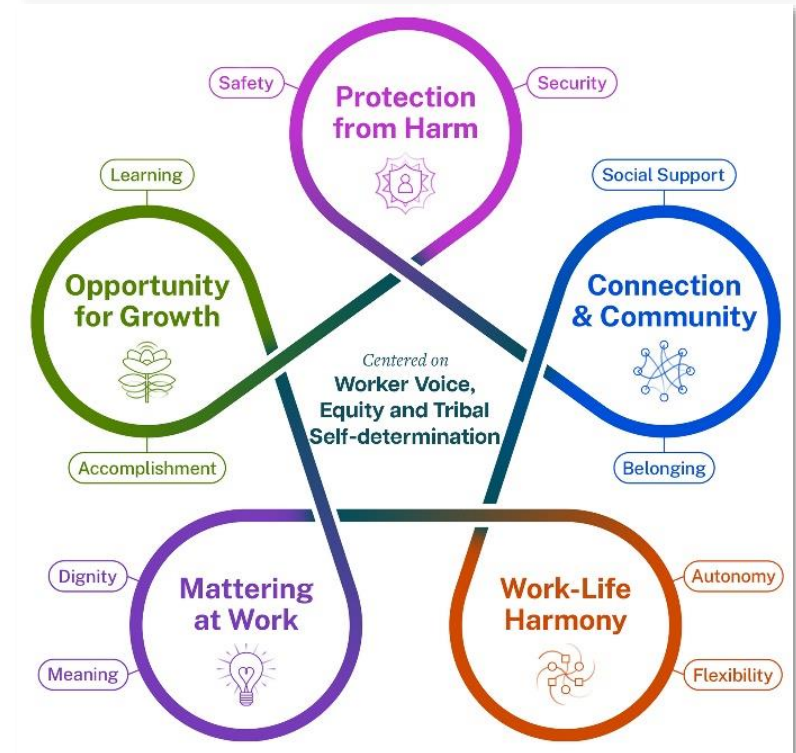
### Foundational Principles

Demonstrated commitment to:

- Building and sustaining organizations that express tribal sovereignty and demonstrate equity, inclusivity, and belonging.
- Implementing trauma-informed Programs and practice approaches with families.
- Honoring the dignity and autonomy of the workforce and families the organizations serve.

This Collaborative Change Framework (CCF) is based on the [U.S. Surgeon General’s Framework for Workplace Mental Health and Well-Being](#) and is centered on worker voice, inclusivity, and equity (see Figure 1).

Figure 1. Surgeon General’s Framework for Workplace Mental Health and Well-Being



<b>Domain<sup>1</sup></b> Overarching BSC themes	<b>Objectives</b> Specific aims or intentions within the domain	<b>Change Concepts (Examples)</b> More specific mechanisms that can be used to achieve domain objectives
<b>1. Protection From Harm</b> <ul style="list-style-type: none"> <li>- <i>Safety</i></li> <li>- <i>Security</i></li> </ul>	<ul style="list-style-type: none"> <li>• Create an organizational environment of physical, psychological, emotional, and cultural safety for child welfare staff.</li> <li>• Increase tribal leadership and program leadership support for workers.</li> <li>• Develop structures and processes throughout the organization that embed and reinforce practices that support worker well-being.</li> <li>• Develop communication processes that create transparency and result in knowledge sharing throughout the organization.</li> </ul>	<ul style="list-style-type: none"> <li>• Engage workers in defining what physical, psychological, emotional, and cultural safety look like for them.</li> <li>• Create mentorship and professional development opportunities for tribal staff.</li> <li>• Engage workers in identifying what they want and need for their own well-being.</li> <li>• Use practices and tools that promote and demonstrate psychological safety for workers in all roles at all levels.</li> </ul>
<b>2. Connection &amp; Community</b> <ul style="list-style-type: none"> <li>- <i>Social Support</i></li> <li>- <i>Belonging</i></li> <li>- <i>Interdependence</i></li> <li>- <i>Relationality</i></li> </ul>	<ul style="list-style-type: none"> <li>• Promote workplace practices that create social connections and increase feelings of inclusion and belonging.</li> <li>• Encourage communication and behaviors that lead to workplace cooperation and collegial support.</li> <li>• Cultivate relationships of trust among workers, between workers and supervisors, and between the tribal child welfare program, tribal leadership, and the tribal community.</li> <li>• Develop, nurture, and sustain partnerships with community members and service providers.</li> </ul>	<ul style="list-style-type: none"> <li>• Provide time for workers to connect with one another in meaningful (non-work-related) ways.</li> <li>• Use practices and tools that intentionally promote respectful and open communication among staff.</li> <li>• Build staff capacity for authentic engagement of family and youth voice to inform organizational policies and practices.</li> </ul>
<b>3. Work-Life Harmony</b> <ul style="list-style-type: none"> <li>- <i>Autonomy</i></li> <li>- <i>Flexibility</i></li> <li>- <i>Balance</i></li> <li>- <i>Self-Sufficiency</i></li> </ul>	<ul style="list-style-type: none"> <li>• Support workers to manage work/non-work boundaries.</li> <li>• Safeguard against work intensification (including caseload/workload).</li> <li>• Establish flexible work options.</li> <li>• Create opportunities for work activities that engage workers' passion and commitment.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop and rely upon clear expectations for work time (e.g., validate balance rather than “hero culture”).</li> <li>• Monitor workloads and caseloads proactively and consistently.</li> <li>• Develop supervisory strategies for out-of-office working time.</li> </ul>

<p><b>4. Matter at Work</b></p> <ul style="list-style-type: none"> <li>- <i>Dignity</i></li> <li>- <i>Respect</i></li> <li>- <i>Meaningful Work</i></li> <li>- <i>Recognition</i></li> <li>- <i>Contribution</i></li> <li>- <i>Importance</i></li> </ul>	<ul style="list-style-type: none"> <li>• Develop a workplace culture and climate that communicates dignity and respect for workers and recognition of workers' efforts.</li> <li>• Provide opportunities for workers to do meaningful work that supports families and the tribal community.</li> <li>• Ensure staff have the resources they need to do their jobs effectively.</li> <li>• Ensure equity, fairness, and transparency in decision-making.</li> <li>• Create ways for staff from all levels to inform and influence the work and the work environment.</li> <li>• Improve tribal community's perception of the tribal child welfare program and its workers.</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrate in meaningful ways that the organization values all roles at all levels.</li> <li>• Engage workers in all roles at all levels in defining how their work is meaningful to them.</li> <li>• Co-design decision-making processes with workers in all roles at all levels.</li> <li>• Understand how the tribal community perceives the tribal child welfare program and its workers.</li> <li>• Partner with tribal community members to create shared understanding of the scope, role, and goals of the tribal child welfare program and its workers.</li> </ul>
<p><b>5. Opportunity for Growth</b></p> <ul style="list-style-type: none"> <li>- <i>Learning</i></li> <li>- <i>Accomplishment</i></li> </ul>	<ul style="list-style-type: none"> <li>• Support staff's personal and professional growth by providing leadership development and leadership opportunities for all staff.</li> <li>• Hire and nurture a workforce that represents areas of diversity within the tribal community and is inclusive of community members with lived experience in child welfare.</li> <li>• Equitably provide staff at all levels opportunities to continuously develop their skills and knowledge.</li> <li>• Develop pathways and opportunities for job advancement for all staff.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop worker recruitment strategies that focus on the diversity of the tribal community.</li> <li>• Provide coaching and mentorship for staff that reflects their tribal and community preferences.</li> <li>• Demonstrate value for tribal community members in recruitment, hiring, and promotion.</li> </ul>

<sup>1</sup> Domains are based on the U.S. Surgeon General's Framework for Workplace Mental Health and Well-Being <https://www.hhs.gov/surgeongeneral/priorities/workplace-well-being/index.html>