



# TIWAHE IMPLEMENTATION GUIDE





**TE WHĀNAU O WAIPAREIRA**

KŌKIRITIA I ROTO I TE KOTAHITANGA

**Whānau Tahī**

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Auckland, New Zealand

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# PREFACE

The Tiwahe (ti-wah-heh) Initiative is a five-year demonstration project supporting American Indians and Alaska Natives to improve the health and well-being of families in tribal communities. Tiwahe allows tribes to fully exercise self-determination on how best to fund and support the services in their communities. It is a comprehensive, culturally appropriate approach toward building capacity in tribal communities and supporting holistic family well-being outcomes. It establishes an integrated model of service delivery to children, youth, and families to preserve the family unit and support healthy and productive American Indian and Alaska Native families.

The Initiative is funded by Congress, through the Office of Indian Services (OIS), Bureau of Indian Affairs (BIA), as a demonstration project starting in Fiscal Year 2015 with four tribally based sites and two additional sites added in FY 2016. The six Tiwahe pilot tribes (representing 61 tribes and Alaska Native villages) are:

- ▶ The Red Lake Nation (RLN) – Red Lake, Minnesota,
- ▶ The Association of Village Council Presidents (AVCP) – Bethel, Alaska,
- ▶ The Spirit Lake Tribe (SLT) – Devil's Lake, North Dakota,
- ▶ The Ute Mountain Ute Tribe (UMUT) – Towaoc, Colorado,
- ▶ The Fort Belknap Indian Community (FBIC) – Fort Belknap Agency, Montana (from FY 2016), and
- ▶ The Pascua Yaqui Tribe (PYT) – Tucson, Arizona (from FY 2016).

The Tiwahe Initiative fosters collaboration of services among tribal programs and state and federal partners. Enabling tribes to determine the design, development, implementation and measures of success appropriate for Native families is central to the Tiwahe Initiative. The Tiwahe pilot tribes share the common goals

and purpose of the Initiative but ascertain the methods, actions, and outcomes in their own way. This includes the Tiwahe pilot tribes empowering their communities and families as a whole rather than focusing separately on individual members. Tiwahe asks the tribes not only to break down the silos that exist between programs and activities, but also to structure them in such a way that they help and enhance one another.



*Standing together we will all see a new horizon where we have overcome our pain and challenges to become a strong nation for seven generations to come*

Darrell G. Seki, Sr.  
Tribal Chairman Red Lake Band of  
Chippewa Indians (Red Lake Nation)



The Tiwahe Initiative is rooted in tribal values and principles. The goals and objectives are to improve the health, safety, and well-being of families by the implementation of a coordinated service delivery model among agencies and justice systems to:

- ▶ Increase access to family and social services,
- ▶ Create alternatives to incarceration via solution-focused sentencing options,
- ▶ Improve links to appropriate prevention, intervention, and treatment opportunities,
- ▶ Improve case management services, and
- ▶ Improve the overall partnerships among local, tribal, county, state, and federal providers to improve access to services for tribal children, youth, and families.



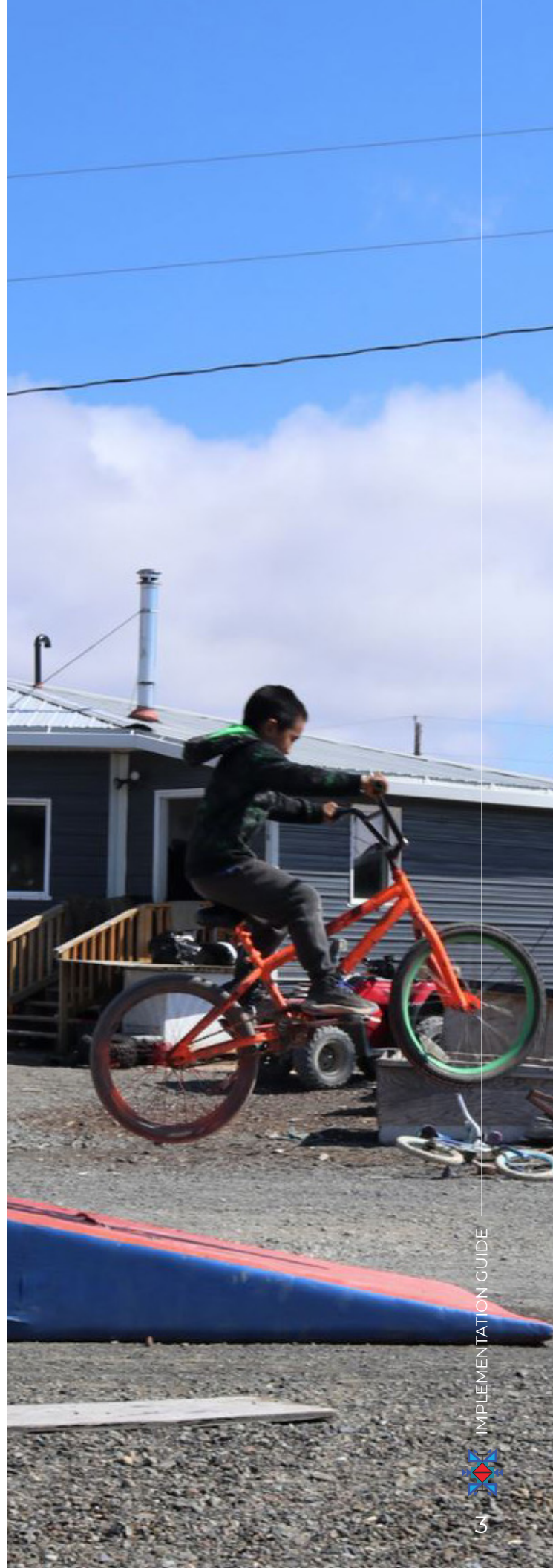


The five-year Tiwahe Pilot Demonstration comprised three stages: Stage 1 (FY 2015 and 2016) encompassed planning and development; Stage 2 (FY 2017 and 2018) focused on service delivery and implementation; and Stage 3 (FY 2019) was directed toward reporting and enhancement.

In 2017, a set of performance measures (known as Tiwahe Across The Board Performance Measures) were developed, to which all Tiwahe pilot tribes report annually. These measures speak broadly to the structural goal of coordinating service delivery, the content goal of incorporating tribal culture, and the programmatic goal of focusing on child welfare. While all the Tiwahe pilot tribes use these performance indicators and share the common Tiwahe goals and purposes, each tribe has also developed tribal-specific goals for Tiwahe that reflect their unique ways of service delivery and outcomes.

In the past five years, Tiwahe has enabled the tribes to be in charge of designing their own solutions to the social welfare challenges and opportunities that matter most to their communities. Consequently thousands of American Indians and Alaska Natives have been eligible to receive services in new ways and to benefit from Tiwahe.

While the Tiwahe pilot tribes have experienced significant benefits from being part of Tiwahe, the journey has not always been smooth. Challenges arose that required the Tiwahe pilot tribes to develop new skills in areas such as needs assessments and gap analyses to build capacity and support and to develop performance objectives and measures of success.



During the demonstration period, the Tiwahe pilot tribes realized the value of measuring success beyond simply meeting targets that might be associated with specific indicators relating to funding requirements and deliverables. The current measures of success (Tiwahe Across The Board Performance Measures) do not reflect the holistic well-being of tribes and families. An improved approach that enables the measurement of progress and well-being and that shows the real needs, aspirations, and interests of American Indians and Alaska Natives is required.

To this end, the Tiwahe Initiative has embarked on a journey to implement an outcomes-based approach to deliver, measure, and report on what matters most to American Indians and Alaska Natives, and to support well-being outcomes that meet their aspirations. This journey is strengths-based, underpinned by Tiwahe principles and rooted in tribal worldviews, to achieve better and sustained well-being for all tribes.

This journey and approach will provide Congress, federal departments and agencies, and tribes with a common understanding of progress and a better appreciation of the full range of outcomes that American Indian and Alaska Native families desire. It will enable a more robust evidence base for service and policy development, and greater flexibility and self-determination of service delivery. The approach will allow true partnerships, more collaboration, and better alignment of activity to outcomes, which in turn will result in more efficient resource allocation and stabilized services.

To support this journey and outline a blueprint for the way forward, the Tiwahe pilot tribes partnered with

Whānau Tahi, New Zealand, to develop the Tiwahe Outcomes Framework, Roadmap, Implementation Guide, Impact Summary Report, and Congressional Summary. This partnership allows the Tiwahe pilot tribes to use international benchmarks and best practices of similar outcomes-based frameworks (such as the Whānau Ora Policy and Outcomes Framework) to design and share their future model with Congress, Federal Departments and Agencies, and Tribal Governments.

The Tiwahe Outcomes Framework directs the Tiwahe Initiative toward a holistic and culturally integrated approach for measuring and reporting the outcomes and impacts resulting from investments made across tribes. The Roadmap outlines the set of processes required to implement, refine, and improve the Tiwahe Outcomes Framework. A separate Independent Evaluation has also been commissioned, reflecting on the experiences and successes of Tiwahe.

The Implementation Guide illustrates the practical steps needed to operationalize the Tiwahe Outcomes Framework and Roadmap at both the tribal and program levels. In addition, the Impact Summary Report demonstrates success measures and metrics to validate the impact of the Tiwahe Indian Child Welfare Act (ICWA) Program at the federal level and for one specific tribe (PYT) at the program level.

**Together, these documents outline a blueprint to implement the Tiwahe Initiative.**

Moving forward, Tiwahe aspires to be established as United States federal policy for American Indians and Alaska Natives. It will eventually lead to the reconfiguration of federal funding, resources, and assets to tribes directly, therefore allowing American Indian and Alaska Native cultures to continue to elevate the delivery of stabilized and culturally integrated programs and services.

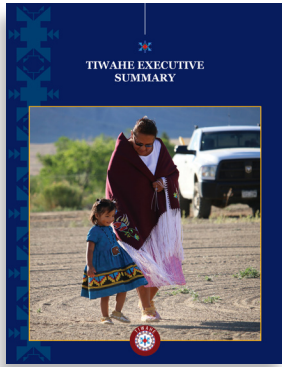






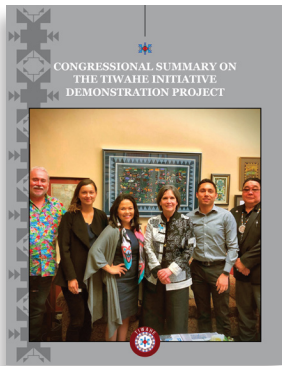


# ORDER OF DOCUMENTS



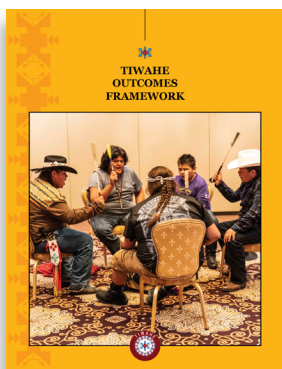
## ***Tiwahe Executive Summary***

An overall summary of the Final Report for the Tiwahe Initiative, a 5-year pilot demonstration, from 2015 through 2019.



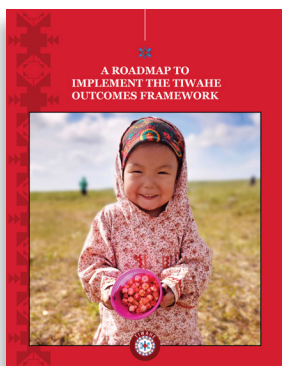
## ***Tiwahe Congressional Summary***

A congressional summary of the measures of success that emerged from the Tiwahe Pilot Demonstration and recommendations by the Tiwahe pilot tribes, to inform the framework, measurements, and implementation guidelines included in the Final Report.



## ***Tiwahe Outcomes Framework***

A national outcomes-based performance framework that directs the Tiwahe Initiative toward a systematic approach for measuring and reporting the outcomes and impacts resulting from investments made across tribes.

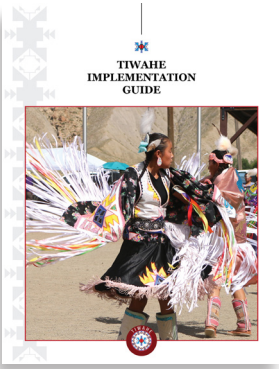


## ***A Roadmap to Implement The Tiwahe Outcomes Framework***

A high-level roadmap for tribes and government that outlines the set of processes required to implement, refine and improve Tiwahe models developed under a national outcomes-based performance framework for Tiwahe.

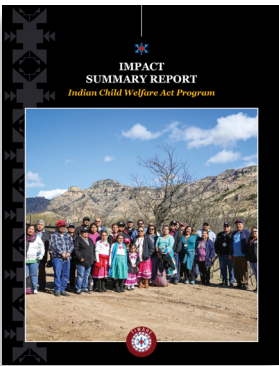






## ***Tiwahe Implementation Guide***

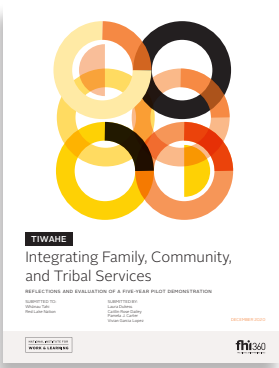
A guide of practical steps needed to operationalize the Tiwahe Outcomes Framework and Roadmap at both the tribal and program levels.



## ***Impact Summary Report***

An example of a comprehensive outcomes evaluation report for the Indian Child Welfare Act (ICWA), demonstrating outcomes “measures of success” from a federal level to a tribal-specific and program level.

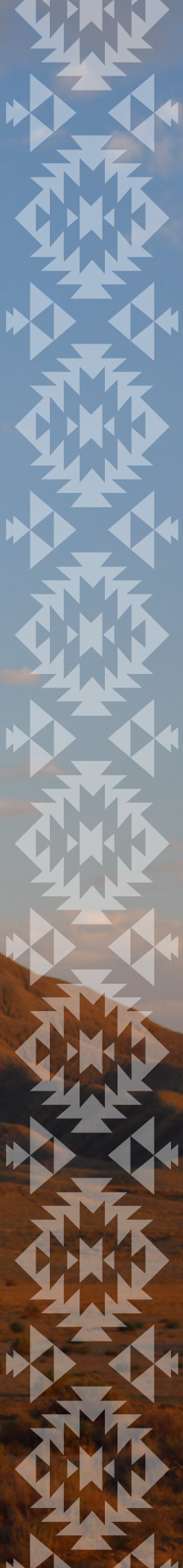
An emphasis on the Utteaka Nau Naawak model operated by the Pascua Yaqui Tribe.



## ***Independent Evaluation***

An independent, credible, and comprehensive third-party evaluation of the Tiwahe pilot tribes participating in the Tiwahe Initiative, a 5-year pilot demonstration, from 2015 through 2019.







# INTRODUCTION

The Implementation Guide outlines the practical steps for tribes to implement the Tiwahe Initiative. Based on key learnings and experiences from the Tiwahe pilot tribes, this guide will:

- ▶ Outline a phased approach to support full implementation of the Tiwahe Initiative,
- ▶ Recommend the necessary workstreams, activities, resources, and tools,
- ▶ Highlight shifts in change management and organizational behavior, and
- ▶ Identify skills and competencies to support project implementation.

This guide offers a framework for tribes to build their capabilities and determine their own development while being guided by their own tribal values and structures.

## *Purpose of the Document*

The Implementation Guide is part of a series of documents outlining the Tiwahe journey towards an outcomes-based approach. It is complementary to the “Tiwahe Outcomes Framework” and “A Roadmap to Implement the Tiwahe Outcomes Framework.” The scope of the Implementation Guide is to provide a broad outline of how a Tiwahe Initiative might be applied within a cultural context that is distinct to each tribe or tribal organization.

### *Audience of the Document*

- ▶ Tribes or Tribal Organizations,
- ▶ Tribal Leaders,
- ▶ Project Managers,
- ▶ Program Managers / Frontline Staff, and
- ▶ Community networks and services.



# USING THIS IMPLEMENTATION GUIDE

There are six key phases of activity explained in this guide, providing a detailed breakdown of the steps and a practical lens for implementation.

- ▶ The work of the different phases may overlap at times, and
- ▶ The time spent on the different phases is not likely to be equally distributed as some will require significant effort for staff to adjust and incorporate a new approach in their daily routine.

Phases	Overview	Key Objectives
<b>Phase 1: Scoping for Success</b>	Sets the scene and establishes readiness to embrace change from outputs toward an outcomes approach	Assess the Tribe's organizational capacity and the readiness of stakeholders to change
<b>Phase 2: Building the Case for Change</b>	Generates and confirms a shared vision, consistent language, and understanding among stakeholders	Build the case for change and get organizational commitment and community buy-in
<b>Phase 3: Becoming Ready for Change</b>	Unpacks how to implement the vision and involves developing roles, responsibilities, and an action plan for implementation	Research tribal programs and assess and secure resources and funding available to the community.  Evaluate and identify priorities, strengths, and opportunities  Develop the Tiwahe Action Plan
<b>Phase 4: Understanding What Matters</b>	Creates a shift toward outcomes thinking and identifies key outcomes	Build the capacity and capability of stakeholders to understand what matters to families  Develop logic models
<b>Phase 5: Measuring What Matters</b>	Develops data collection and reporting practices to measure and reflect the outcomes that matter to families	Identify appropriate indicators  Develop assessment tools  Test and refine assessment tools and data collection methods  Develop IT solutions, and test and refine them  Develop and deliver training for frontline staff to use systems
<b>Phase 6: Evidencing What Matters</b>	Establishes an outcomes-based practice and uses data to tell the story of change and improve practice for outcomes	Collect, monitor, and assess data  Identify all stakeholders to receive outcomes reports  Report on outcomes and impact  Evaluate, review, and improve systems and processes used to measure, collect, monitor, and report (i.e. ongoing quality improvement)





## *Each phase is broken down into the following sections:*



### **Audience**

The primary target audience that this phase is intended to be of value to.

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### **Leading Questions**

A series of questions intended to frame the mindset of those embarking on this phase.

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### **Phase Outcomes**

Outlines the outcomes intended for each phase of activity and demonstrates what success looks like at the completion of this phase.

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### **Implementation**

Details the key activities, the stakeholders involved, and the specific outcomes sought from each phase.

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### **The Shift**

Explains the change management<sup>1</sup> processes and protocols intended to occur during each phase.

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### **Case Study**

Real-life application of how tribes implemented the Tiwahe Initiative in their communities.

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### **Key Learnings**

Summarizes the key learnings encountered by the Tiwahe pilot tribes.

<sup>1</sup> Change management refers to the process and protocols to mitigate fear and resistance of incorporating a new approach into the behavior, mindsets, and day-to-day routine of staff.











# PLANNING FOR TIWAHE

## *Phase 1: Scoping for Success*



### **Audience**

Tribal Government



### **Leading Questions**

- ▶ What drives the direction of our work?
- ▶ Does our work deliver on our Tribal strategic vision?
- ▶ Would the Tiwahe approach of placing families at the center of integrated services meet the needs of the communities we serve?



### **Phase Outcomes**

This phase is specific to Tribal Government and involves a self-reflection about the readiness to implement the Tiwahe approach and embark on a transformation toward outcomes centered on tribal children, youth, families, and the community.

By the end of this phase, you will:

- ▶ Be able to confirm your shared aspirations to embark on a transformational shift, and
- ▶ Have clarity on any gaps or further resources required to support the initial phases of planning and implementation.





## Implementation

The key activity in this phase is an internal self-reflection of your readiness to embark on a transformation toward integrated service delivery to support family outcomes. This should be undertaken at a Tribal Government level in order to set the aspiration and direction. Many of the Tiwahe pilot tribes held strategic meetings and reflection sessions with their leaders and communities in this phase. It is important to check in with where you are in order to plan for where you want to go. The Tiwahe pilot tribes also observed the importance of having a Family Advocacy Coordinator (FAC) on board from the very beginning of the process. This individual manages the overall coordination of the Tiwahe project at the tribal level with federal and state partners and services providers.

The following Readiness Checklist supports this process. This is not a fail or pass exercise, but a tool to reflect, generate discussion, and shape further planning. As you progress through the phases in this guide and develop your understanding, you can return to this checklist to reflect on your position.

The Tiwahe Outcomes Framework can be used flexibly at program or tribal and tribal organizational levels. It is recommended that before beginning, tribes consider the levels of internal support and leadership they have, which can support the success of the Initiative. The Tiwahe pilot tribes can be a resource for support, guidance, and advocacy for other tribes seeking to implement Tiwahe.

Readiness Checklist	Not yet	Somewhat (in one program or in parts of the Tribe)	Mostly (yes but with room to grow)	Completely (we're confident about this across all programs)
We are clear on our purpose and what we are trying to achieve as a Tribe				
We have a culture of continual improvement and are focused on doing better for our community and evolving our services				
We want to move beyond compliance-based reporting to understanding and reporting what matters to families				
Our Tribal Government is committed to this transformation				
We have leadership support and champions for change				

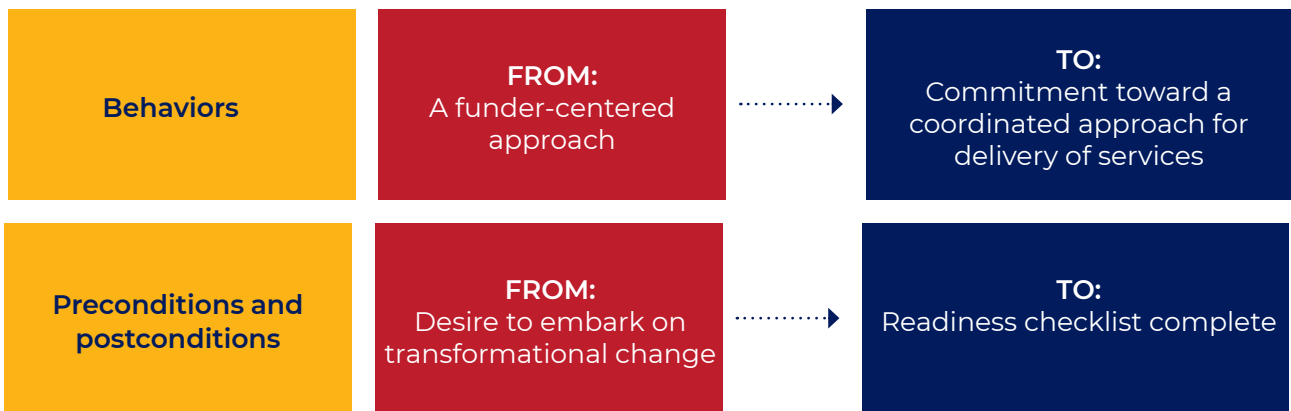




Readiness Checklist	Not yet	Somewhat (in one program or in parts of the Tribe)	Mostly (yes but with room to grow)	Completely (we're confident about this across all programs)
We have internal capacity to support the transformation				
We have the internal capability to measure and evaluate what we do or we have developed a strategy for building this capability				
We understand contracting and compacting of Bureau of Indian Affairs (BIA) funding				
We understand how to engage and leverage other funding sources				



## The Shift



### Change management step:

- ▶ Leadership starts to conceptualize new possibilities for transforming to an outcomes-based approach.







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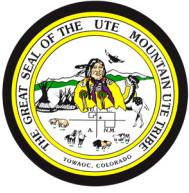
*Being a recipient of the Tiwahe Initiative gave the people of the UMUT hope and helped provide visible signs of success.*

Ute Mountain Ute Tribe, Tiwahe Pilot Tribe

”







# CASE STUDY:

## *Ute Mountain Ute Tribe*

To kick off their Initiative, the Ute Mountain Ute Tribe (UMUT) conducted a three-day pre-Tiwahe planning session to identify tribal leader passions and strengths and to prioritize community needs.

20 tribal leaders, 20 community partners, and 40 state and federal agencies attended this event.



### **Key Learnings**

- ▶ Activities at this event produced a roadmap for the Tribe's Tiwahe Initiative, which was branded as Tour de Ute, a Journey of Wellness, and
- ▶ Bringing stakeholders together enabled the group to begin developing a shared vision for change.

## ***Phase 2: Building the Case for Change***



### **Audience**

Tribal Government, Department Directors, Program Staff, and Families



### **Leading Questions**

- ▶ Why is change needed and what do we aspire to achieve through this process?
- ▶ Can we articulate our vision for change in clear and consistent language?
- ▶ Do all our stakeholders understand why we are embarking on this journey?
- ▶ Are our stakeholders committed to supporting the tribe's new direction and case for change?



### **Phase Outcomes**

In this phase, Tribal Government will adopt the Tiwahe Outcomes Framework as the catalyst for grounding an outcomes-based practice and begin to articulate the case for change that the Tribe is committed to undertaking. It is important to involve all key stakeholders as this transformation is a long-term process.

In this phase, you will:

- ▶ Consider how Tiwahe can fit within the tribe's current strategic vision/plan,
- ▶ Pass a Tribal resolution or approval to formalize commitment to implement the Tiwahe Initiative,
- ▶ Identify resources to lead the tribe's new case for change and manage project goals,
- ▶ Socialize and promote the tribe's new approach for change and grow stakeholder buy-in, and
- ▶ Begin to shift thinking from reporting inputs and outputs to understanding outcome measures.





## Implementation

Many of the Tiwahe pilot tribes used this phase to identify strengths, weaknesses, and opportunities, and to begin building a strategy to implement the Tiwahe Initiative. Additionally, they found it important to root a shared understanding of the Tiwahe vision among stakeholders in order to ensure commitment and support for the journey. Key activities in this phase are outlined in the following table.

Outcomes	Activity	Stakeholders Involved	Tools
<b>Tribal Commitment to incorporate Tiwahe</b>	<p><b>Key points to Workshop</b></p> <ul style="list-style-type: none"> <li>▶ How does the Tiwahe Initiative fit into the tribe's Strategic Plan/Vision?</li> </ul>	Tribal Government	Tribal Strategic Plan
<b>Tribal Resolution Passed</b>	<p><b>Tribal Government to pass resolution or similar document that:</b></p> <ul style="list-style-type: none"> <li>▶ Approves Tiwahe project implementation, and</li> <li>▶ Adopts the Tiwahe Outcomes Framework as part of the implementation process.</li> </ul>	Tribal Government	
<b>Family Advocacy Coordinator (FAC) Hired</b>	<p><b>Tribal Government to hire Family Advocacy Coordinator:</b></p> <p>To lead the tribe's new case for change and manage project goals that support the transformation.</p> <p>It is recommended that they are located within the tribe's vicinity to provide overall coordination of the Tiwahe project at the tribal level.</p>	Tribal Government  Human Resources	
<b>Promoting a change in approach and gaining stakeholder buy-in</b>	<p><b>Key points to Workshop</b></p> <ul style="list-style-type: none"> <li>▶ What is the new approach the tribe is undertaking?</li> <li>▶ Why is the tribe undertaking this shift?</li> <li>▶ What is Tiwahe and how does it support the tribe's new approach?</li> <li>▶ What is the Tiwahe Outcomes Framework?</li> <li>▶ How does the framework promote a shift in thinking from outputs to outcomes?</li> </ul>	Tribal Government	Tiwahe Outcomes Framework

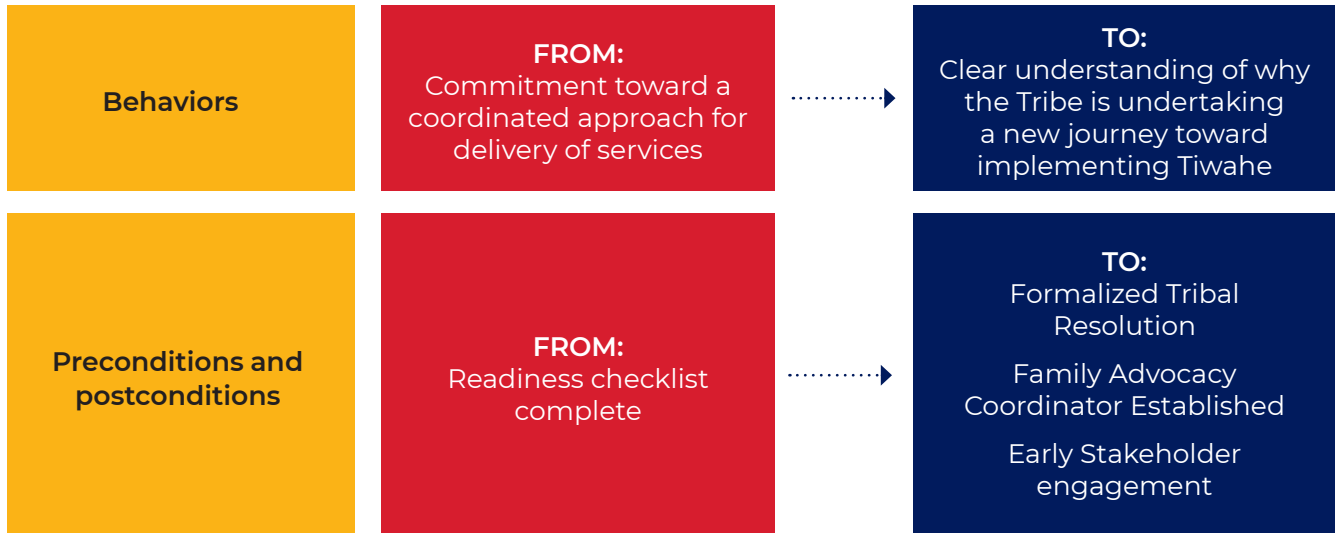
Figure 2.1: Key Activities for Phase 2







## The Shift



### Change management steps:

- ▶ Shared understanding of purpose and vision for Tiwahe developed, and
- ▶ Shared language developed to begin rooting consistent understanding of outcomes thinking.







## CASE STUDY: *Spirit Lake Tribe*

In June 2018, the Spirit Lake Tribe reassumed control of their child protection services. They thus began their Tiwahe work by focusing on child protection services and social services. As additional funding was provided, they added housing and employment and job training to broaden the areas of well-being supported by Tiwahe. The Spirit Lake Tribe worked through department leaders as well as the National Tiwahe Coordinator to assess their needs, define their goals, and create their initial Tiwahe plan. Like all the Tiwahe pilot tribes, the Spirit Lake Tiwahe plan was built on the twin goals of supporting families through coordinated service delivery and integrating culture into their services.



### **Key Learnings**

- ▶ It is important to engage support from key groups/individuals at the earliest stage possible, and keep them engaged throughout the implementation and beyond,
- ▶ BIA National Tiwahe Coordinator must work in partnership with Family Advocacy Coordinators to navigate through challenges that might arise while the Tiwahe plan is being developed, and
- ▶ Communication and regular meetings are important to provide opportunities for department leaders to develop an understanding of Tiwahe and increase support.



*Through the trusting relationships built with families, the program began to uncover the true, deep impacts of generational trauma and generational poverty.*

Spirit Lake Tribe, Tiwahe Pilot Tribe





# SETTING UP THE INFRASTRUCTURE

## *Phase 3: Becoming Ready for Change*



### **Audience**

Department Directors, Tiwahe Family Advocacy Coordinator, Tiwahe Advisory Committee, and Tiwahe Working Group



### **Leading Questions**

- ▶ What people and skill sets do we need to consider?
- ▶ What key steps may be involved?
- ▶ Where do we begin?



### **Phase Outcomes**

In this phase, you transition from understanding the vision to developing an action plan and setting up the infrastructure to support the plan. By the end of this phase you will:

- ▶ Formalize a Tiwahe plan with clear objectives and indicative timelines,
- ▶ Set up an infrastructure that will sustain the full implementation to be achieved, and
- ▶ Identify and commit key resources.



### **Implementation**

(a) *Key Roles*

Figure 3.1 recommends key roles that the Tiwahe pilot tribes identified as central to the success of implementing Tiwahe. The roles are defined and grouped into two distinct categories that make up the infrastructure required to establish and sustain successful implementation of Tiwahe.

#### **1. Tiwahe Leadership and Management Roles**

- ▶ These roles will help create readiness for the implementation and ensure that stakeholders are engaged throughout the phases and committed to change.

#### **2. Tiwahe Working Group Roles**

- ▶ These roles will make up an internal team of experts who will sustain the new models of coordination when full implementation is achieved. They provide ongoing technical assistance as programs adapt over time to changes in the tribal and local community, funding streams, and tribal priorities.



**Figure 3.1: Key Roles to establish in Phase 3**

Role	Accountability to	Main Function	Characteristics and Skills
<b>Tiwahe Leadership and Management Roles</b>			
<b>Advisory Committee</b>	Tribal Government	<p>Provide strategic guidance on the implementation of Tiwahe</p> <p>Advocate for Tiwahe at state and national levels</p> <p>Approve funding and resource decisions</p>	<p>Executive Tribal Member or Board Member</p> <p>Broad knowledge of tribal culture and values</p> <p>Strong strategic planning and management oversight</p> <p>Broad knowledge of tribal, state, and national advocacy</p> <p>Familiar with state and federal policies</p>
<p><b>Family Advocacy Coordinator (FAC)</b></p> <p>The Coordinator will have the support of Tribal Government and be well respected and able to access high level administrative resource</p>	Advisory Committee	<p>Responsible for coordinating project goals and objectives with local, federal and state partners, and service providers</p> <p>Work in partnership with BIA National Tiwahe Coordinator</p> <p>Responsible for technical assistance and training to tribal leaders, community members, and families</p> <p>Manage communication, recruitment, and staff retention planning</p> <p>Assist in policy, protocol development, and evaluation efforts to improve outcomes</p>	<p>Strong planning, budget, and management experience</p> <p>Broad knowledge of tribal culture and values</p> <p>Experience in Public Law 638 contracting and compacting</p> <p>Confident in building and establishing key partnerships and support networks</p> <p>Capable of transforming strategic decisions to frontline practice</p> <p>Willingness to innovate and be agile and adaptive to new ways of coordinating service delivery</p>



Figure 3.1: Key Roles to establish in Phase 3



Role	Accountability to	Main Function	Characteristics and Skills
<b>Tiwahe Leadership and Management Roles</b>			
<b>Service / Support Coordination Team</b>	FAC	<p>Champion the tribe's goal to undertake a transformation shift</p> <p>Promote and advocate for Tiwahe</p> <p>Identify and address concerns</p> <p>Provide solutions to support the success of tribal programs</p> <p>Be active participants in the implementation of Tiwahe</p>	<p>Respected and influential tribal members committed to improving tribal programs</p> <p>Active in the community or within a service provider</p> <p>Familiar with tribal programs</p> <p>Willingness to innovate and be agile, and adaptive to new ways of coordinating service delivery</p>
<b>Tiwahe Working Group Roles</b>			
<b>Data Lead / Information Technology</b>	FAC	<p>Assess, review, revise, and/or develop system and data protocols and processes as required</p> <p>Provide technical assistance and training to improve data collection</p> <p>Serve as the champion for data and drive a shift to protect, embrace, and share data</p> <p>Communicate regularly with working group to ensure measurements are updated and quality assure data collection for reporting and evaluation</p>	<p>Strong analytical skills</p> <p>Broad technical knowledge of database and reporting systems</p> <p>Ability to help staff understand data collection for reporting</p> <p>Maintain and quality assure data for evaluation</p> <p>Willingness to innovate and be agile, and adaptive to new ways of coordinating service delivery</p>

Figure 3.1: Key Roles to establish in Phase 3



**Figure 3.1: Key Roles to establish in Phase 3 (continued)**

Role	Accountability to	Main Function	Characteristics and Skills
<b>Tiwahe Working Group Roles</b>			
<b>Outcomes Lead</b>	FAC	<p>Provide guidance for reporting outcome measures</p> <p>Provide training and technical assistance to build awareness for outcome measurements</p> <p>Working group to communicate regularly to ensure measurements are updated and quality assure data collection for reporting and evaluation</p>	<p>Strong relationship skills</p> <p>Experience in documenting processes and protocols</p> <p>Familiar with outcomes measurement and evaluation</p> <p>Willingness to innovate, be agile, and adaptive to new ways of coordinating service delivery</p>
<b>Practice Lead</b>	FAC	<p>Review, modify, and document frontline processes that coordinate the delivery of services and align with outcome measures</p> <p>Provide training and technical assistance to support frontline staff incorporate a new approach into everyday routine</p> <p>Working group to communicate regularly to ensure measurements are updated and quality assure data collection for reporting and evaluation</p>	<p>Strong relationship skills</p> <p>Experience in documenting processes and protocols</p> <p>Ability to help staff understand data collection for reporting</p> <p>Familiar with contract deliverables and frontline practice</p> <p>Willingness to innovate, be agile, and adaptive to new ways of coordinating service delivery</p>



Figure 3.1: Key Roles to establish in Phase 3





## Implementation (continued)

### (b) Establishing the Infrastructure

Figure 3.2 recommends the sequence of initial activities that will establish the infrastructure system to support the implementation of Tiwahe.

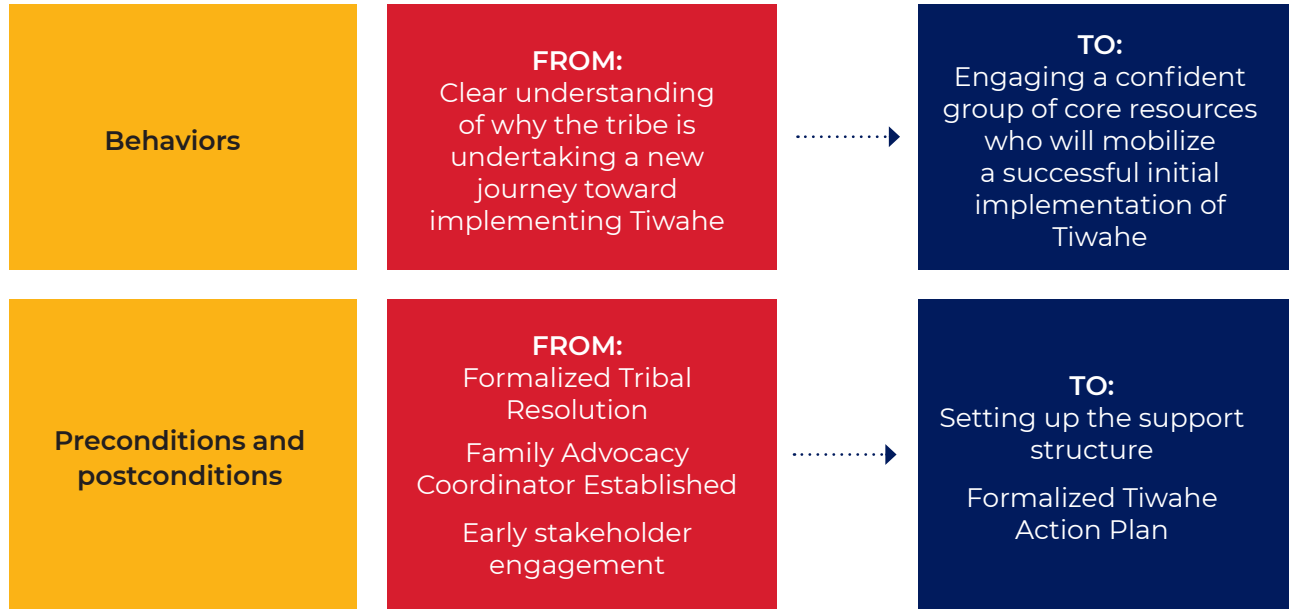
Role	Key Activities	Tools
Advisory Committee	<p><b>SET UP</b> protocols and procedures to guide the implementation and monitoring of progress</p> <p><b>IDENTIFY</b> funding allocation and resources to support the initial implementation</p>	<p>Tribal Strategic Plan</p> <p>Tribal Priority Allocation Funds</p>
Family Advocacy Coordinator	<p><b>EVALUATE</b> gaps in the existing tribal service delivery system</p> <p><b>IDENTIFY</b> which programs will pilot a new coordinated approach to improve delivery of services</p> <p><b>PARTNER</b> with the BIA National Tiwahe Coordinator to formalize an action plan</p>	<p>Assess Tribal Programs</p> <p>Select Pilot Programs</p> <p>Formalize Action Plan</p>
Service / Support Coordination Team	<p><b>SET UP</b> a support team that can build enthusiasm for the tribe's shift toward a new approach</p> <p><b>CHAMPION</b> the new approach early in the implementation among programs/ services</p>	
Working Group	<p><b>SET UP</b> a working group of the following technical roles:</p> <ul style="list-style-type: none"> <li>▶ <b>Data/IT Support</b></li> <li>▶ <b>Outcomes Lead</b></li> <li>▶ <b>Practice Lead</b></li> </ul> <p>NOTE: It is encouraged that tribes or tribal organizations grow this capability in-house to ensure critical knowledge and data is managed internally</p>	

Figure 3.2: Roles and Key Activities for Phase 3





## The Shift



### Change management step:

- ▶ Develop structure and support to implement plan across various workstreams.







## CASE STUDY: *Fort Belknap Indian Community*

Fort Belknap Indian Community (FBIC) conducted a series of community forums between October and December 2016 to create a shared understanding about the Tiwahe Initiative among their community, service providers, and tribal programs.

They held several advisory meetings to identify needs, gaps in services, and goals/objectives in FBIC's social and justice systems. Coordinated efforts were made to address and discuss solutions to remedy immediate barriers to providing an efficient service delivery model and to achieve goals and objectives.

In December 2016, a five-day strategic planning session was held with key stakeholders and facilitated by the National Tiwahe Coordinator (NTC). As a result, FBIC identified that Recidivism Reduction Initiative (RRI), Tribal Courts, Social Services, and Law Enforcement would be core areas of focus for the Tiwahe Initiative.



### **Key Learnings**

- ▶ FBIC found that this phase would have been more successful if there had been a dedicated FAC on board from the outset of the Tiwahe Initiative. FBIC found that positions can be hard to fill, and it can be difficult to get professionals to relocate to rural Montana. This led to a plan for the tribe to “grow their own” staff and provide adequate training to community members to prepare them for involvement in the Tiwahe Initiative.

“

*We realized we needed to “grow our own” and support these individuals with adequate training to prepare them for their tasks.*

Fort Belknap Indian Community, Tiwahe Pilot Tribe

”



# SETTING UP MEASURES OF SUCCESS

## *Phase 4: Understanding What Matters*



### **Audience**

Working Group, Family Advocacy Coordinator, Program Directors, Staff, and Families



### **Leading Questions**

- ▶ What outcomes are families achieving as a result of our programs? Which outcomes matter most to the families we serve?
- ▶ What sort of program and family information are we collecting? Why? What is it telling us?
- ▶ How are we proving and showing our impact?
- ▶ What can we do better?



### **Phase Outcomes**

In this phase, you will analyze the programs you currently deliver and consider the outcomes that matter most to families. Staff will begin to understand their program is just one part of a broader puzzle of family outcomes and begin to move from thinking about compliance to outcome measures of success.

This phase puts outcomes at the center and aligns common activities and opportunities for collaboration and coordination. It moves from developing a plan to implementing a transformative change process and considers how this plan might begin to be enacted at a program level. By combining quantitative and qualitative information, you will gain a more comprehensive understanding of the outcomes that matter to the families you serve.

By the end of this phase, you will:

- ▶ Improve your understanding of the changes (outcomes) occurring for families as a result of your programs,
- ▶ Improve your insight into how this change occurs (i.e. key activities and links identified),
- ▶ Align key activities and outcomes to the Tiwahe Outcomes Framework, and
- ▶ Identify opportunities for collaboration and program integration.



### **Implementation**

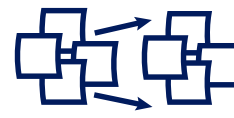
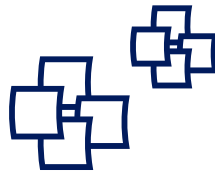
Once the pilot programs are confirmed, they will collaborate in a series of workshops to develop a basic understanding of outcome measures of success and remove barriers to coordinate services more efficiently. The Tiwahe Outcomes Framework provides a platform to establish a ground up rather than top down approach to integrate a holistic view of outcome measures of success that matter to families and tribal communities.







## Understanding What Matters



1. Convene program directors and staff

2. Write down all outcomes

3. Group outcomes into short, medium, and long term

4. Identify links between the outcomes

5. Prioritize outcomes

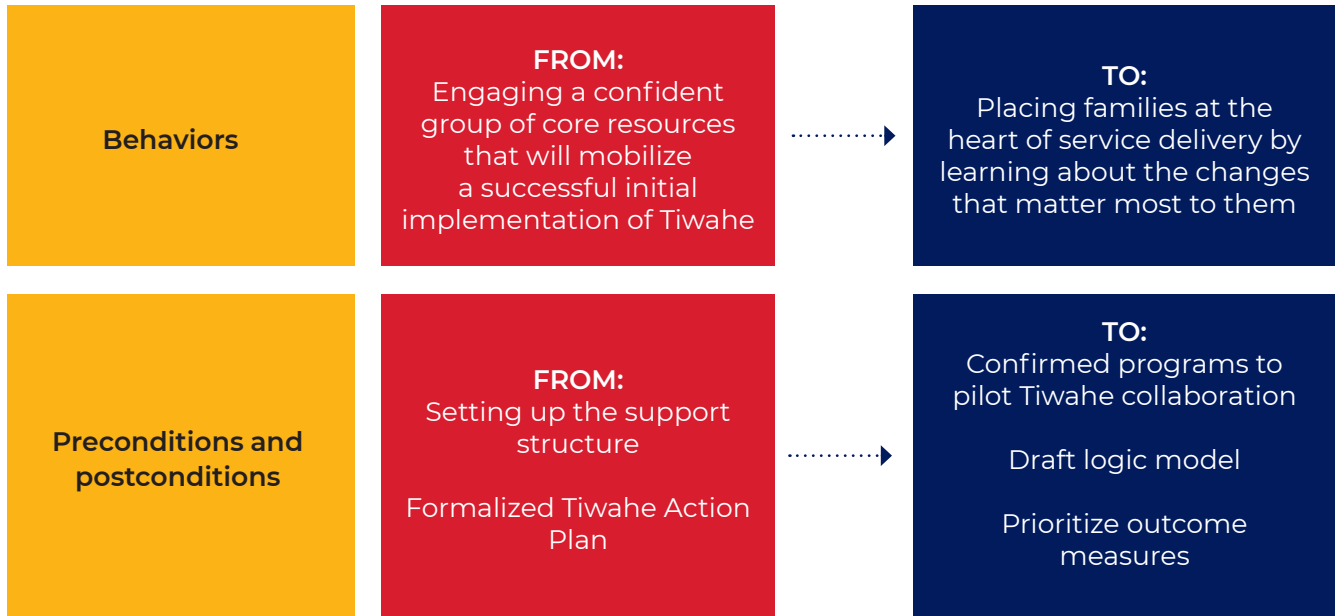
Process	Key Activities	Tools
<b>Step 1 Convene Program Directors and staff</b>	<ul style="list-style-type: none"> <li>▶ Introduce each program that will pilot an innovative model of Tiwahe collaboration</li> <li>▶ Review Tiwahe Action Plan</li> <li>▶ Review Tiwahe Outcomes Framework</li> <li>▶ Identify reasons for becoming outcomes-focused</li> <li>▶ Establish basic understanding and common language of outcomes versus outputs</li> </ul>	Tiwahe Action Plan Tiwahe Framework
<b>Step 2 Write down all outcomes</b>	<ul style="list-style-type: none"> <li>▶ Identify the target group of participants that will engage in the program</li> <li>▶ Write down key activities that will be provided</li> <li>▶ Write down the outcomes (changes) frontline staff might see happen as a result of the activities provided to participants engaged in the program</li> </ul>	Logic model template  Fill in the following sections: <ul style="list-style-type: none"> <li>▶ Participants</li> <li>▶ Activities</li> <li>▶ Outcomes               <ul style="list-style-type: none"> <li>▷ Short</li> <li>▷ Medium</li> <li>▷ Long</li> </ul> </li> </ul>
<b>Step 3 Group outcomes</b>	<ul style="list-style-type: none"> <li>▶ Arrange the outcomes in groups of when you might see them happen. (short, medium, and long term)</li> </ul>	
<b>Step 4 Identify links between the outcomes</b>	<ul style="list-style-type: none"> <li>▶ Draw links between the outcomes, starting from short-term outcomes and how it might lead to medium and long-term outcomes</li> </ul>	
<b>Step 5 Prioritize outcomes</b>	<ul style="list-style-type: none"> <li>▶ Prioritize which outcomes are vital, without which participants would not be able to achieve meaningful change if the program did not operate under this new approach</li> </ul>	

Figure 4.1: Breakdown of Processes and Key Activities for Phase 4





## The Shift



### Change management steps:

- ▶ Enhances and roots move to outcomes thinking,
- ▶ Contributes to an environment of learning and innovation,
- ▶ Staff begin to think outside their own programs and consider collaborative impact, and
- ▶ Better alignment of activities improving coordinated service.





## CASE STUDY: *Red Lake Nation*

Red Lake Nation are leading transformational change and innovative success with the established Oshkiimaajitadah Institute of Technology (OIT), which combats high unemployment among Red Lake Nation members and transitions families from Temporary Assistance for Needy Families (TANF) to employment opportunities.

Through OIT, participants enroll into certified programs that provide hands on training and support based on traditional Anishinaabe cultural values. The Welding I and Welding II program is a successful example of high student enrollment and graduation rates. To understand why this course is successful, students and teachers participated in a series of outcomes workshops that identified the changes (outcomes) experienced as a result of attending the course. The result is the following “Theory of Change” or “Logic Model” that highlights how Anishinaabe values engage Red Lake Nation members to become self-sufficient and employable.



*Funding from the Tiwahe Initiative enabled the Red Lake team to strengthen its family preservation capabilities and to implement strategies to improve outcomes for youth and families.*

Red Lake Nation, Tiwahe Pilot Tribe







## ***Key Learnings***

- ▶ Logic model templates help identify what changes are experienced as a result of activities provided. The sequence of when these changes occur provides understanding of how activities impact,
- ▶ The outcomes identified in a logic model will provide the basis for understanding what measures should be tracked and monitored in order to evidence the impact of a program, and
- ▶ The logic model helps providers see where they can contribute data toward collective outcomes.





# OUTCOMES SNAPSHOT

## *Oshkiimaajitahdah - Welding*

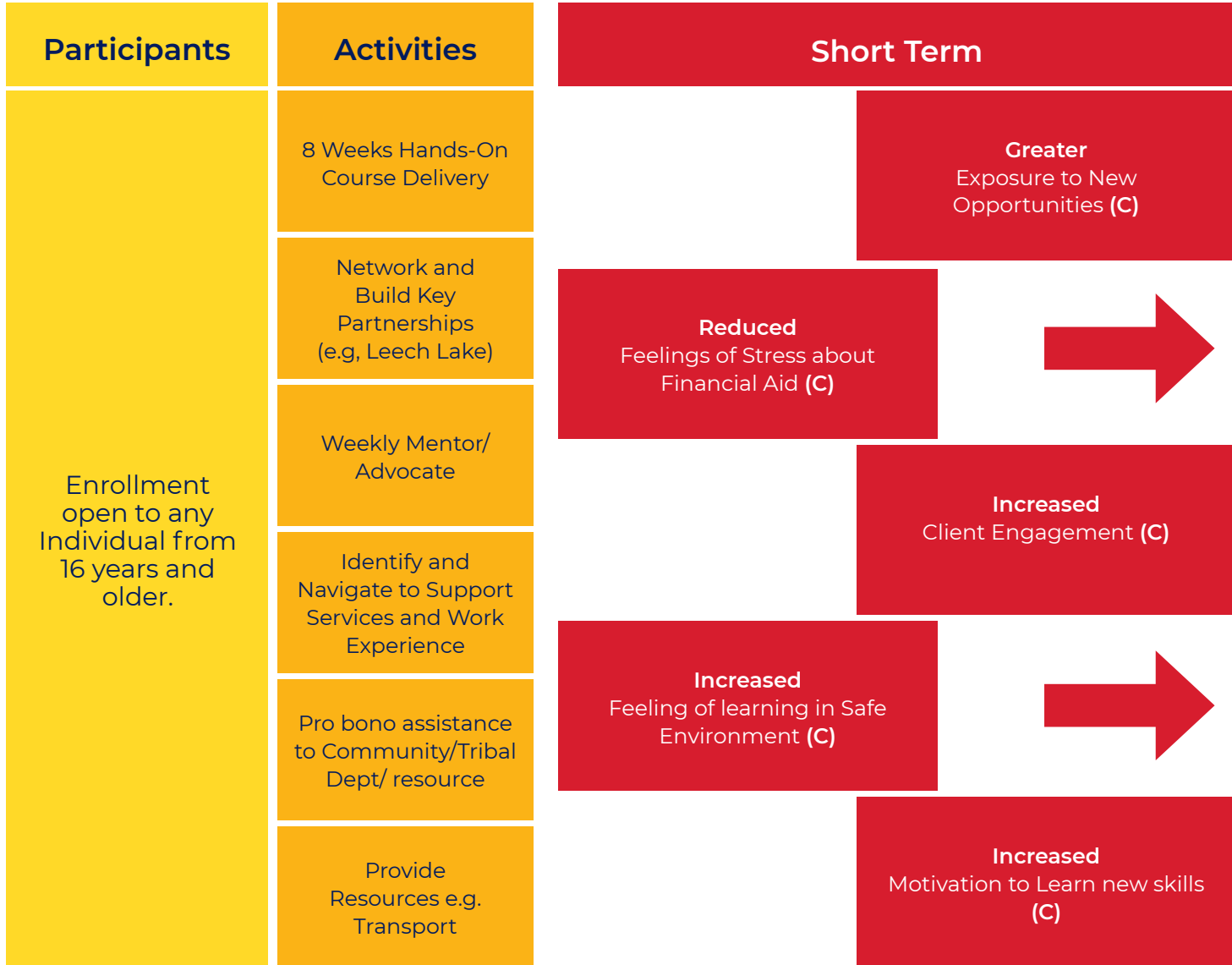
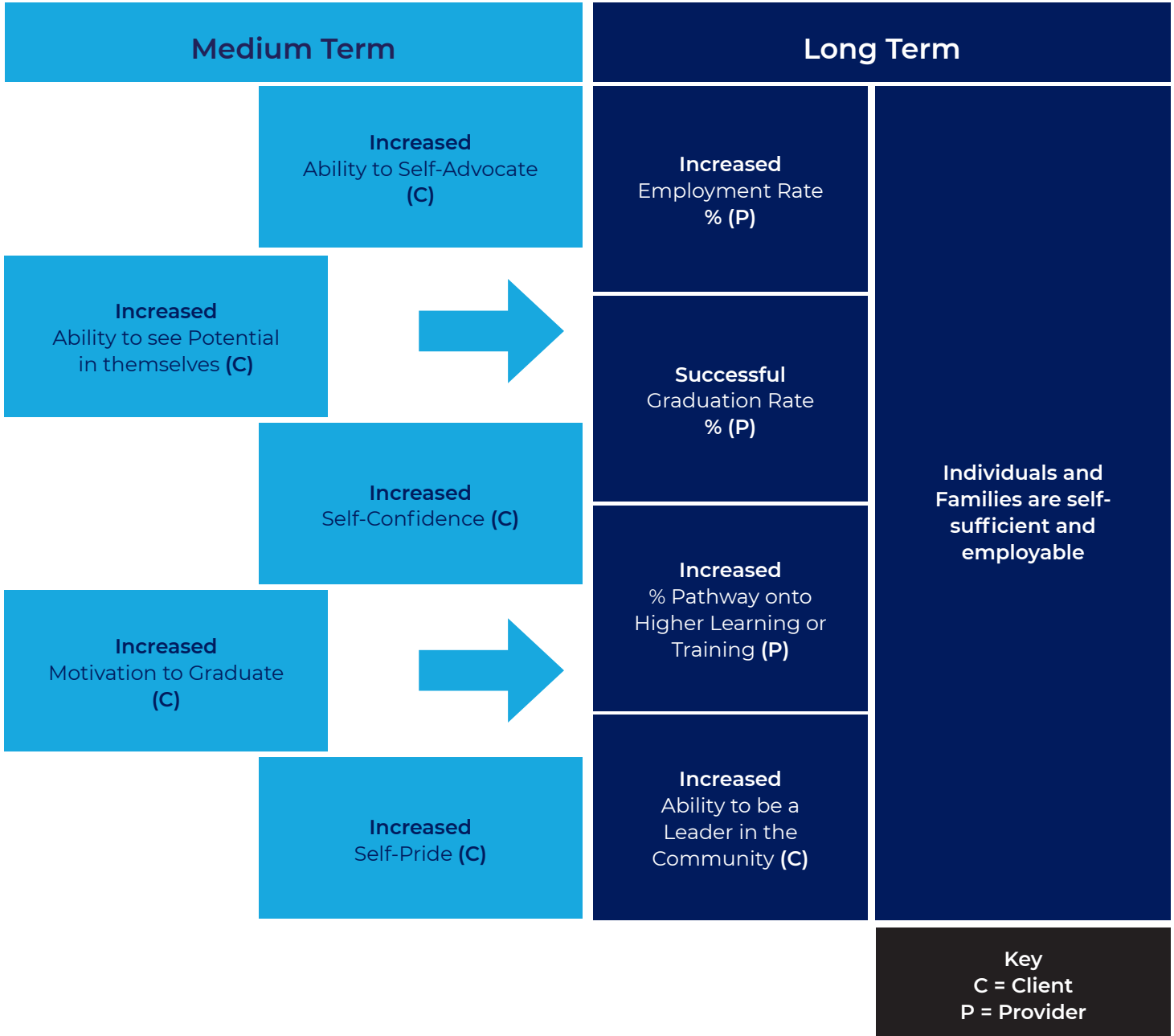


Figure 4.2 Tiwahe Logic Model for Oshkiimaajitadah – Welding Course









# INITIAL IMPLEMENTATION

## *Phase 5: Measuring What Matters*



### **Audience**

Family Advocacy Coordinator, Working Group, Program Directors, and Frontline Staff



### **Leading Questions**

- ▶ What data do we currently collect and what data do we need to start collecting?
- ▶ How are we capturing the data, and is it captured consistently?
- ▶ Do we have the right processes, procedures, and systems in place to manage data?
- ▶ Do our systems and tools support our new outcome measures of success?
- ▶ Do our practices align with Tribal sovereignty as well as state and federal laws regarding data protection e.g. HIPAA (Health Insurance Portability and Accountability Act)?



### **Phase Outcomes**

In this phase, you will develop processes, procedures, and systems to collect data and measure progress contributing to outcome measures that matter. Workshops in this phase will help staff root an outcomes mindset (beyond compliance) throughout the practice, from case planning to reporting and accountability.

By the end of this phase, you will:

- ▶ Understand how you currently collect data and any gaps in your methods, and
- ▶ Identify tools, systems, processes, and procedures required to support outcomes-based data collection.



### **Implementation**

It is important that the new way of collecting data is carefully tested and monitored first to ensure it can integrate intuitively to frontline case planning and daily routine. Figure 5.1 recommends key steps of how to establish the performance indicators that will evidence outcomes-based measures that matter.



## Measuring What Matters



6. Measure outcomes



7. Test data collection

Process	Key Activities	Tools
<p><b>Step 6 Measure Outcomes</b></p>	<ul style="list-style-type: none"> <li>▶ Design new measures (indicators) that will evidence progress toward the prioritized outcomes</li> <li>▶ Assess current state of data collection</li> <li>▶ Identify and document gaps in data collection to inform the future state of the assessment tools, process, and procedure changes</li> <li>▶ Modify existing tools and/or design new tools to test data collection</li> </ul>	<p>Collection of Assessment Tools (e.g, GAINS Assessments, Structured Decision Making Assessment)</p>
<p><b>Step 7 Test Data Collection</b></p>	<ul style="list-style-type: none"> <li>▶ Test data collection methods</li> <li>▶ Modify and adapt processes and procedures to integrate new data collection methods into case planning</li> </ul>	

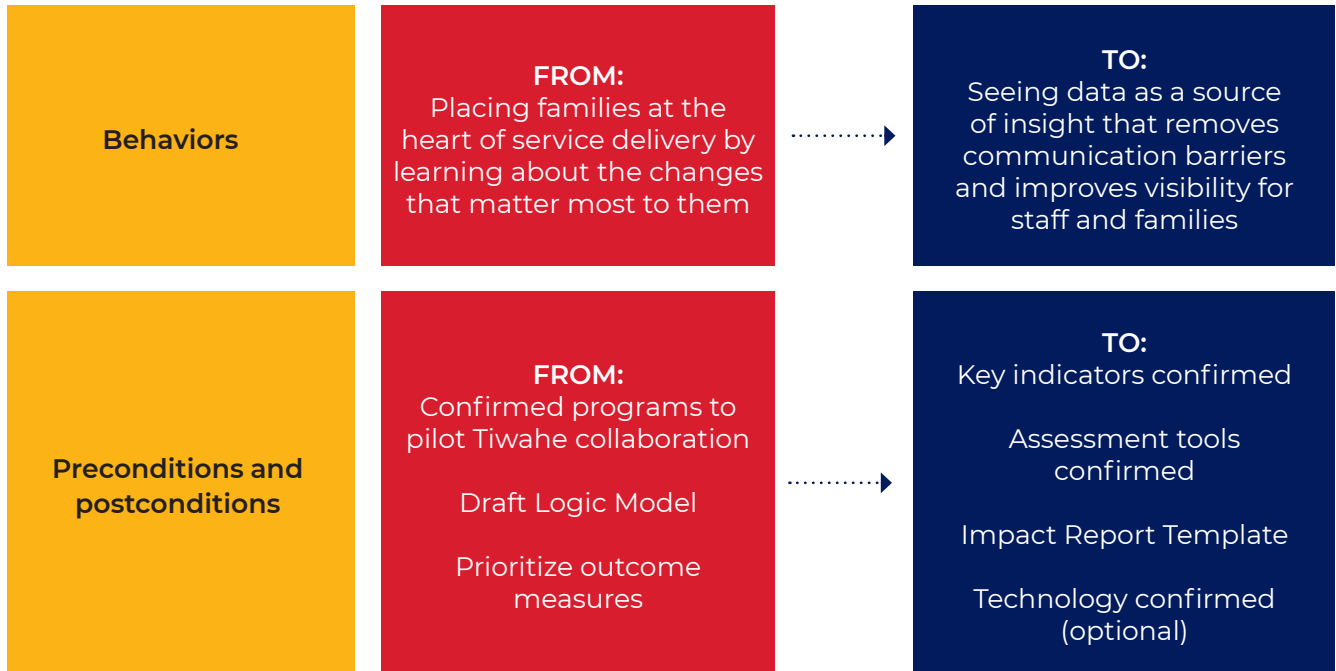


Figure 5.1: Break Down of Processes and Key Activities for Phase 5





## The Shift



### Change management steps:

- ▶ Supports the breaking down of silos by showing linkages and alignment through data,
- ▶ Demonstrates the impact of collaboration through data,
- ▶ Enhances and initiates a shift to outcomes thinking, and
- ▶ Contributes to a culture of learning and innovation.











# CASE STUDY:

## Association of Village Council Presidents

Association of Village Council Presidents (AVCP) embraces the vision of Elluarluteng Ilakutellrit: a whole health framework that illustrates traditional values, practices, and beliefs through the human life cycle as told by Elders from around the region and the late Peter Jacobs. With guidance and support from our Elders, the Healthy Families program provides culturally appropriate services to the AVCP region which promote and support whole health through the sharing, teaching, and practice of our traditional values.

In 2018, the Tiwahe FAC, Healthy Families Director, Elders, and frontline staff participated in Outcome Workshops to develop a “ground-up” approach identifying a standard set of indicators to measure progress toward aspects of the Yup’ik culture within the context of Elluarluteng Ilakutellrit. As a result, the Healthy Families Evaluation assessment was redesigned to include the new measurements and frontline processes and procedures adjusted to ensure that data collection is carefully integrated into case planning.



Before	After
<p><b>Elluarluteng Ilakutellrit: Healthy Families Evaluation</b></p> <p>Please share the following information about how you identify yourself:</p> <p>Gender: _____ Age: _____ Race/Ethnicity: _____</p> <p>During Healthy Families I felt:</p> <p><input type="radio"/> Very connected to my Yup'ik/Cup'ik/Alaska Native or other culture</p> <p><input type="radio"/> Fully connected to my Yup'ik/Cup'ik/Alaska Native or other culture</p> <p><input type="radio"/> Disconnected to my Yup'ik/Cup'ik/Alaska Native or other culture</p> <p>Please describe: _____</p> <p>During Healthy Families I felt that Who I am mattered:</p> <p><input type="radio"/> Very much</p> <p><input type="radio"/> A Little</p> <p><input type="radio"/> Not at all</p> <p>Please describe: _____</p> <p>What is one new thing you learned or re-learned in Healthy Families?</p> <p>_____</p> <p>How will you use this information, teaching, or skill at home or in your life?</p> <p>_____</p> <p>The Healthy Families Material/Information was presented:</p> <p><input type="radio"/> Very Well</p> <p><input type="radio"/> Well</p> <p><input type="radio"/> Fair</p> <p><input type="radio"/> Needs Improvement</p> <p>Why? _____</p> <p>Would you recommend Healthy Families to someone else?</p> <p><input type="radio"/> Yes</p> <p><input type="radio"/> Maybe</p> <p><input type="radio"/> No</p> <p>Who would you recommend Healthy Families to? Why?</p> <p>_____</p>	<p>Here are the questions we liked (as discussed in our staff meeting 7/15/19)</p> <ol style="list-style-type: none"> <li><b>Service Delivery</b> - I was treated respectfully by the Healthy Families staff.</li> <li><b>Service Delivery</b> - Facilitators made me feel welcome.</li> <li><b>Service Delivery</b> - I felt safe to share my experiences with the group.</li> <li><b>Service Delivery</b> - Elders gave me guidance through sharing their stories/experiences.</li> <li><b>2, 5 Qualitative Measurement</b> - My overall well-being has improved since attending Healthy Families.</li> <li><b>4, 7 Qualitative Measurement</b> - During Healthy Families I felt connected to my culture.</li> <li><b>Service Delivery</b> - During Healthy Families I felt that who I am mattered.</li> <li><b>6 Qualitative Measurement</b> - What I learned during Healthy Families has led to positive changes in my life.</li> <li><b>6 Qualitative Measurement</b> - I have learned one or more ways from my culture to deal with hardships in a healthy way.</li> <li><b>1, 2, 6 Qualitative Measurement</b> - I learned one or more ways to take better care of myself.</li> <li><b>6 Qualitative Measurement</b> - I have a clearer understanding of who I am after attending Healthy Families.</li> <li><b>2, 3, Qualitative Measurement</b> - I live a healthier lifestyle after attending Healthy Families (examples: get more sleep, exercise more, eat better, use less alcohol or drugs, <u>participate in community or helping neighbors</u>)</li> <li><b>1, 2, 6 Qualitative Measurement</b> - I can recognize, name, and express my emotions in a safe way after attending Healthy Families.</li> <li><b>4, 5, 7 Qualitative Measurement</b> - I am more likely to begin or continue using my traditional/cultural practices and values.</li> <li><b>1, 4, 5, 6 Qualitative Measurement</b> - I learned one or more ways to take better care of my children.</li> <li><b>1, 6 Qualitative Measurement</b> - I became aware of an address of one or more of my own personal traumas in a healthy way after attending Healthy Families.</li> <li><b>1, 7 Qualitative Measurement</b> - I feel more confident in moving forward with my life in a healthy way.</li> </ol> <p>Benjamin Moore, N</p>

### Key Learnings

- ▶ Department directors must have a strong understanding of their contracts and what compliance must be met,
- ▶ Department directors and program leads must work in coordination to review and revise existing tools and assessments and link appropriate data to priority outcomes. In this example, measuring aspects of Yup’ik culture through the framework Elluarluteng Ilakutellrit. Set a clear vision for what the program should achieve, and
- ▶ Be patient yet persistent supporting frontline staff to adopt a new way of collecting data.





# FULL IMPLEMENTATION

## *Phase 6: Evidencing What Matters*



### **Audience**

Project Team, Family Advocacy Coordinator, and Tribal Leadership



### **Leading Questions**

- ▶ How do we tell the story of the change we contribute to? Who needs to hear it?
- ▶ How do we use data to continuously improve?
- ▶ Why does data matter?



### **Phase Outcomes**

In this phase, you will consider how to evidence and translate data into various reporting formats for different audiences. The Tiwahe pilot tribes developed an impact report template, an innovative way to evidence the impact and progress toward aspects of well-being that matter, such as children being connected to their culture and tribe.

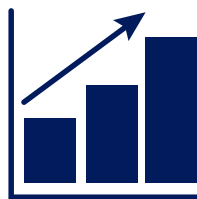
Data collected should be assessed to provide a valid and reliable representation of progress toward the intended outcomes. By the end of this phase, you will:

- ▶ Cultivate a positive experience for staff collecting data a new way,
- ▶ Explore compelling ways to share information with the tribes, families, and wider communities, and
- ▶ Evaluate the effectiveness and efficiency of the programs and services collaborating.



### **Implementation**

#### ***Evidencing What Matters***



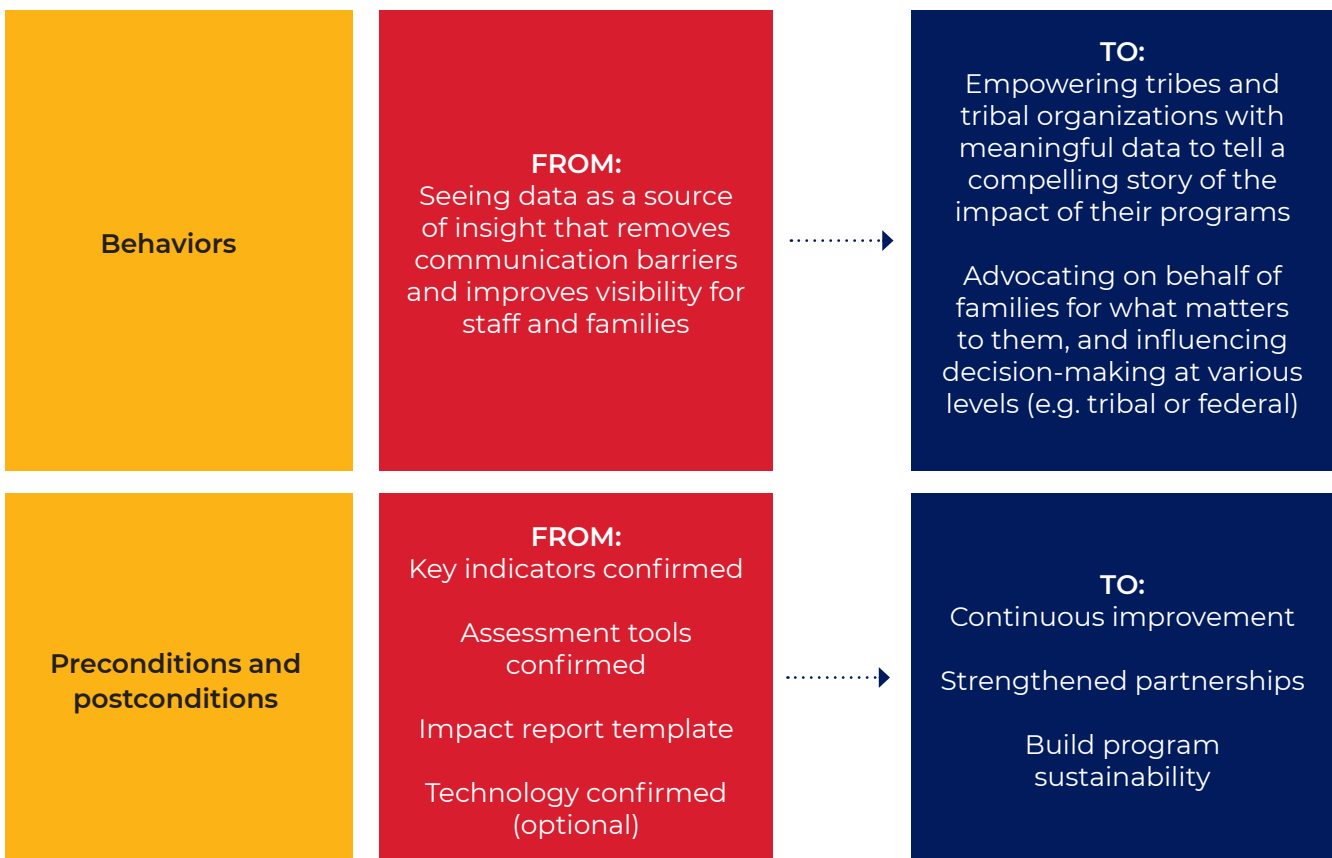
8. Evaluate outcomes



Outcome evaluation data reports

Process	Key Activities	Tools
<b>Step 8 Evaluate Outcomes</b>	<ul style="list-style-type: none"> <li>▶ Tribes to institutionalize a quality assurance mechanism to evaluate use of data</li> <li>▶ The measures of success (outcomes and impact) can be presented for each tribe at program level or be aggregated to demonstrate change across tribal and federal level</li> </ul>	Tiwahe Outcomes Framework, and Tiwahe Impact Summary

 **The Shift**



**Change management steps:**

- ▶ Roots concept of data as a treasure, and
- ▶ Roots culture of continual learning and adaptation.







“

*Engaging with stakeholders at the initial Tiwahe Conference showed leaders that outcomes and social return on investment was a direction the Tribe wanted to lead to meet the needs of our families.*

Pascua Yaqui Tribe, Tiwahe Pilot Tribe

”



# CASE STUDY:

## *Pascua Yaqui Tribe*

To support Pascua Yaqui's vision to empower Yaqui families to be self-sufficient, healthy, and culturally connected, the Tribe leveraged Tiwahe investment to transform their infrastructure and workforce. They saw Tiwahe, later renamed Itom Yoemia, which means "Our Family" in English, as a means of pivoting toward an outcomes-based framework that demonstrates success within a tribal context.

The ICWA program, called Utteaka Nau Naawak, is an example of a how the tribe is structuring their data based on the Tiwahe Outcomes Framework to evidence significant changes (outcomes) seen from the Utteaka Nau Naawak program.

Outcomes	Measures of success (Indicators)
<p><b>Children are connected to their culture and tribe</b></p>	<ul style="list-style-type: none"> <li>▶ Number of children with access to cultural resources</li> <li>▶ Number of children receiving cultural training and education</li> <li>▶ Number of children reporting increased knowledge of their tribal culture</li> <li>▶ Number of children connected to their tribe</li> <li>▶ Number of children feeling connected to their culture</li> <li>▶ Number of children participating in cultural practices</li> </ul>
<p><b>Children are re-connected with their families</b></p>	<ul style="list-style-type: none"> <li>▶ Number of children re-connected to families/communities/tribes</li> <li>▶ Number of families reunified</li> <li>▶ Number children are placed in relative or Indian foster family care</li> <li>▶ Number of children in guardianship with relatives or Indian families</li> <li>▶ Number of children adopted by relatives or Indian families</li> </ul>
<p><b>Families can engage with tribal support services</b></p>	<ul style="list-style-type: none"> <li>▶ Number of families enrolled in tribal support services</li> <li>▶ Number of families supported or engaged with tribal social services</li> <li>▶ Number of referrals to tribal support services</li> <li>▶ Number of families receiving tribal resources</li> </ul>

Measurement of the outcomes and impact for programs relies on data collection from different sources by various assessment tools and methods. For this program, data is collected from ICWA social workers, ICWA social services, state and tribal courts, and systems by interviews and focus group discussions. The families, children, and case workers also complete surveys. Administrative data from support services is also used for the impact analyses. All the data is collated into a web-based case-management system and is analyzed to evidence impact.

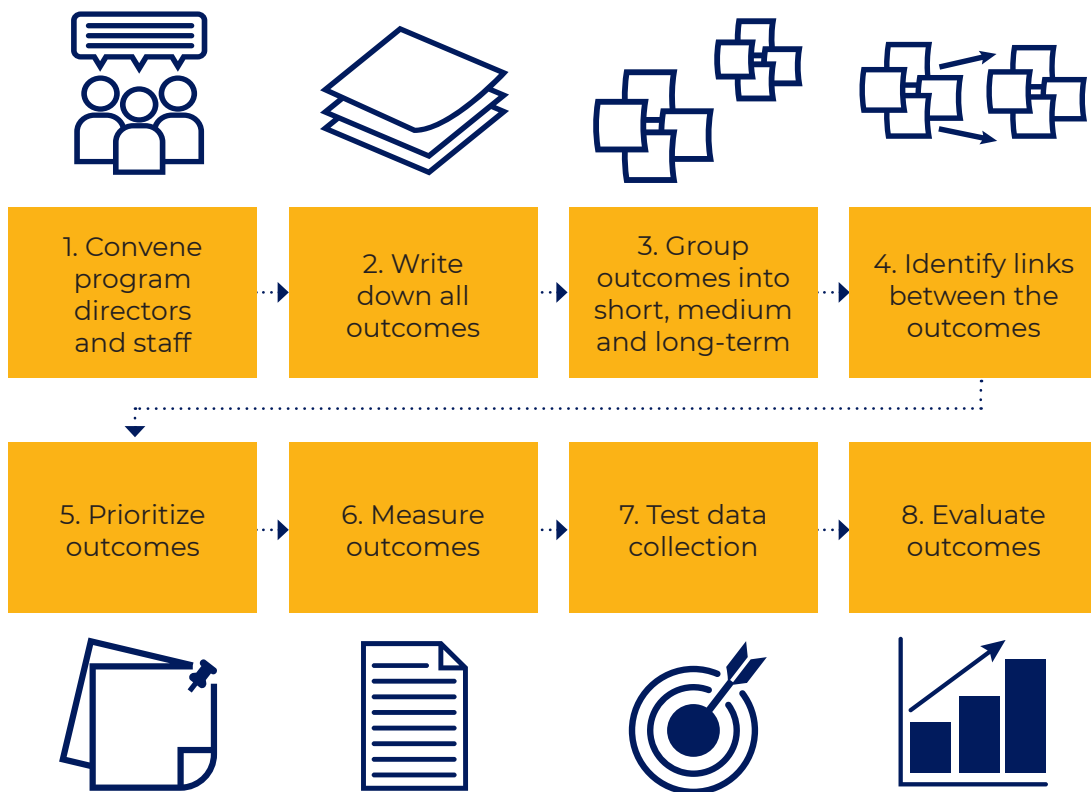




## Key Learnings

- ▶ It is important to feedback data to your partners, especially if they are providing data toward the indicators that will evidence your outcomes. It helps build trust while strengthening healthy and robust peer networks,
- ▶ Explore how data can be enhanced through a variety of reporting formats and powerful business intelligence tools available through technology,
- ▶ Continuous technical assistance for frontline staff and administrative support for the working group will help grow internal capacity for the Tribe to manage their own data and insights, and
- ▶ Be patient yet persistent supporting frontline staff to adopt a new way of collecting data.

### Overview



Capacity and Capability Building

Quality Assurance / Outcomes-based Evaluation





# PROGRAM SUSTAINABILITY

## *Growing Your Own*



### **Leading Questions**

- ▶ What capacity and capability can we grow to drive performance efficiency and sustainability?
- ▶ What is the effort required to support a change in behavior and mindsets of staff?



### **Outcomes**

Throughout this Implementation Guide, we have referred to workforce development and change management as core processes that are necessary to support transformational change. The Tiwahe pilot tribes in particular emphasized the importance of “growing their own” talent in order to develop staff from their community members who could bring cultural values, history, and knowledge with them. The Tiwahe pilot tribes are now heading into a period of stabilization, where they aim to consolidate their learnings and become mentors to assist other tribes embarking on this Initiative.

This section summarizes the workforce capacity-building discussed, contextualized by the overarching outcomes to:

- ▶ Build and continuously develop an environment of learning, participatory process, and innovation,
- ▶ Create an outcomes mindset at all levels of the tribe or tribal organization, and
- ▶ Support the mindset of data as a special opportunity, rather than obligation.



### **Implementation**

To live the values of devolved thinking and collaborative practice, these modules have been designed to be delivered through a train-the-trainer approach. This allows for each module to be adapted to fit the unique needs of each tribe or tribal organization, and supports capacity building by adding to the professional development of staff.

The modules are designed to facilitate conversation and independent thought rather than to deliver information.

Figure 7.1 outlines key areas of workforce development which are important to support the sustainability of the Tiwahe Initiative. Alongside this, some exemplar tools are provided with links to the relevant implementation phases. Ultimately, tribes are best placed to determine the support and tools which will best help grow their capacity.





Theme Area	Tools	Related Phases
<p><b>Tiwahe Guiding Principles</b> This module establishes the principles of Tiwahe as a holistic and culturally integrated approach.</p> <p>Tiwahe is the theory and approach that places families and their aspirations at the heart of service design. The Tiwahe Initiative has explored international research and policies such as the NZ Government policy for Maori, Whānau Ora, as an indigenous model that values what matters to families as measures of success.</p>	<p>Tiwahe Guiding Principles (refer to Tiwahe Outcomes Framework)</p>	<p>All Phases</p>
<p><b>Preparing for Change</b> The Readiness Checklist is a tool which can support tribes to assess their current state and build a shared language to articulate their aspirations. This tool also helps lay the groundwork for building the Tiwahe Action Plan.</p>	<p>Readiness Checklist</p>	<p>Phase One</p>
<p><b>Managing to Outcomes</b> Managing to outcomes requires an organization to be clear about what it seeks to accomplish and how it will measure its progress, and to use that information to systematically guide decisions.</p>	<p>Logic Model Template (refer to Tiwahe Impact Summary Report)</p>	<p>Phase Four</p>
<p><b>Mentoring Partnerships</b> Create a structure for mentoring partnerships among experienced and new tribes.</p>	<p>Mentoring Partnerships (refer to Independent Tiwahe Evaluation)</p>	<p>All Phases</p>

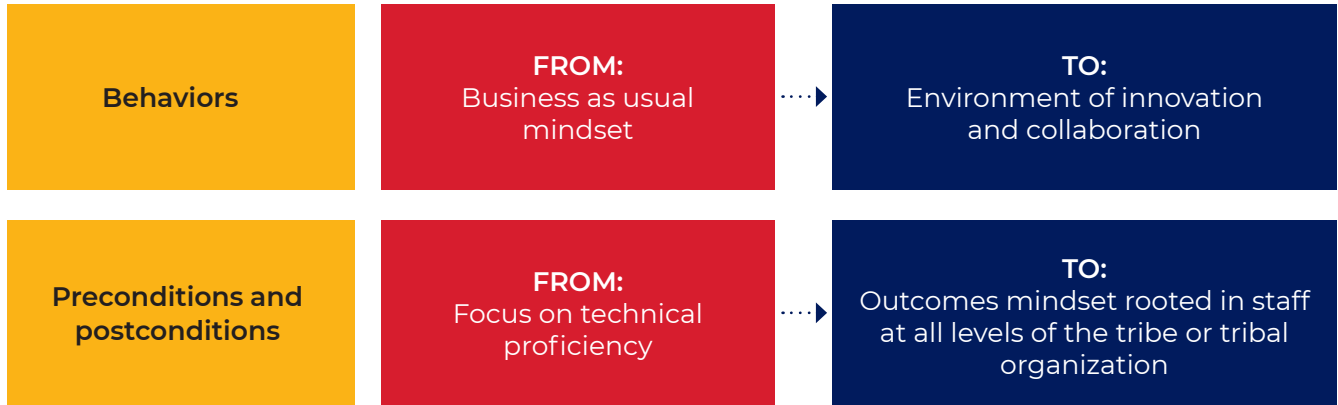
Figure 7.1: Workforce Development Theme Areas







## The Shift



### Change management steps:

- ▶ Supports and roots the organizational shift from silo-ed activity and technical proficiency to innovative, iterative, and collaborative thinking and practice, and
- ▶ Devolves outcomes thinking to all levels of the organization and up-skills staff to use in their practice.





# LOOKING FORWARD: NEXT STEPS

The shift toward becoming outcomes-based is not clear cut or linear, and you often have to look backwards in order to move forwards. In implementing this guide, you may find that the phases do not align clearly as they do in this document, or that you work through activities in several phases at the same time, or that you need to return back to past phases multiple times. The journey toward outcomes is iterative and complex, requiring a mindset of self-reflection and continued learning.

An indication of the next steps ahead for tribes, tribal organizations, and agencies implementing this guide can be found in the Tiwahe pilot tribes, who have piloted this Initiative and who are now progressing to deeper outcomes-based practice. The next steps involve reflecting on their journeys so far, in particular on capitalizing on successes and adapting to learnings. As the capability and capacity of the tribes and tribal organizations is developed, they can begin to look to more integrated and sophisticated approaches. As the communities they serve change, grow, and achieve their aspirations, so too must Tiwahe.













**TE WHĀNAU O WAIPAREIRA**  
KŌKIRITIA I ROTO I TE KOTAHITANGA



**Whānau Tahī**

