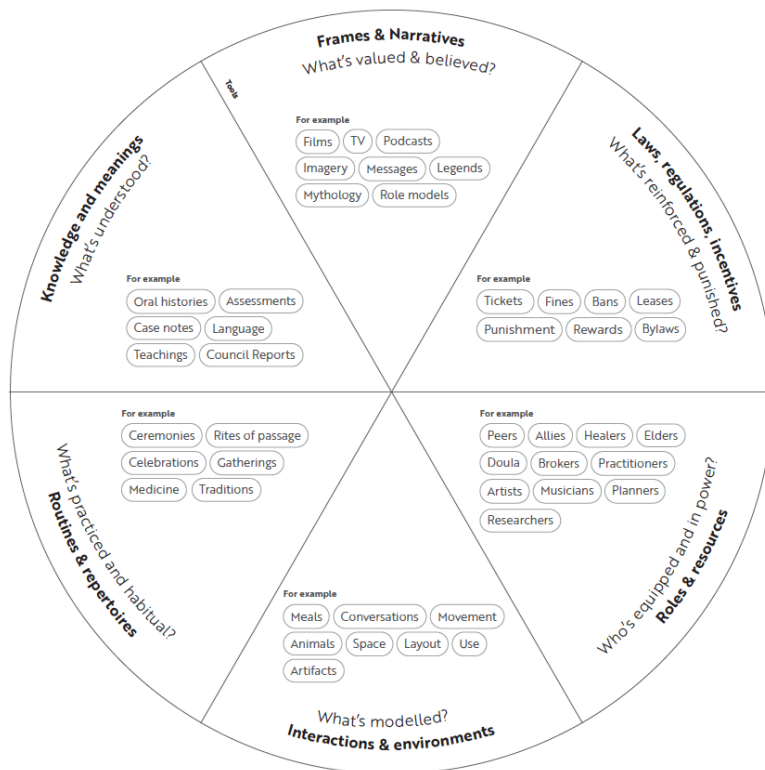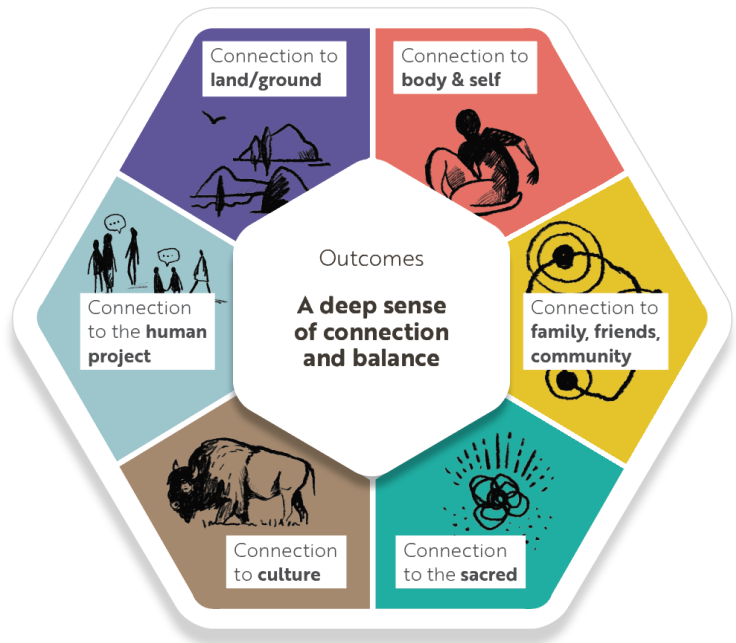## Catalyzing Safety and Well-being Through Connections

RECOVER has learned that safety issues occur when the full span of people's needs are not being met. Our learning journey has led us to focus on building and maintaining different types of connections, understanding them as being key to well-being.

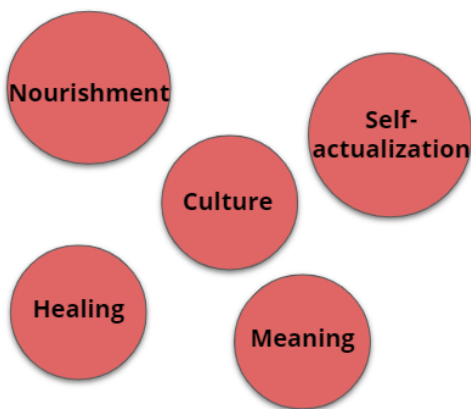At the heart of our Well-being Framework are six kinds of connections.

Many of the task force recommendations focus on the use of the roles and resources lever. There is a definite reliance on training as an implementation tool. Social science literature shows that training, especially mandatory training, is rarely effective as a stand-alone strategy, and can reinforce, rather than challenge, pre-existing values, beliefs, and biases (See for example Dobbin and Kalev's Harvard Business Review summary).

The levers in RECOVER's Well-being Framework correspond to cultural or systems change levers. A key lever to consider is the frames and narratives lever. This is the lever that underpins our systems and speaks to what is believed, to mindsets and values.

Programs, services, buildings, benefits

Routines, interactions, narratives, roles, rules

Solutions focused on ...

As a society, we tend to focus solutions on creating new programs or services. How might we rebalance the recommendations by thinking about which routines, interactions, and narratives should be addressed? RECOVER can add value by applying intentional thinking about the six kinds of connections and all of the tools/levers in the well-being framework.

There is also a tendency to focus solutions on business management practices, on improving things like coordination or integration of services. RECOVER's research showed that our services are already fairly well coordinated. Management alone cannot solve our complex problems.

Service

Risk

Safety

Integration

Coordination

Nourishment

Self-actualization

Culture

Healing

Meaning

We have come to understand that it is in fact the red bubbles that need much more attention. Things like healing, meaning, and culture. It is time to focus on building capabilities and move away from depending solely on professionals. Our solutions must be designed to include neighbours, families, and friends.

Demonstration of the Levers in the Well-being Framework:
A Comparison of Two Services

The levers in the well-being framework are "how" to get to the outcomes. What this looks like can be demonstrated through a comparison of a typical service and one that has been designed using the Well-being Framework.

Here is a tale of two shelters. They both feed people. They exemplify the difference between a basic needs approach and one that's focused on healing, nourishment and meaning.

The first one is a fairly traditional meal service - the food servers wear gloves and hairnets. People wait to be let in; stand in a line - often out the building and down the street. They get a tray. The food servers put food on the trays and then hand it to the person (**interactions**). People are encouraged to eat quickly and let the next round of folks in (**routines**). The focus is on efficiency, safety and volume, making sure folks have some food in their tummy (**resources**).

The second is a meal service with set cutlery and plates and food served family-style. It's attentive to the lighting, scenery and context (**environment**). In this shelter, the person is greeted by a host (**roles**) who is a peer. The host tries to find out a little about the person so that they can be seated next to someone with similar interests (**interactions**). The goal is to provide agency, spark a sense of camaraderie, a sense of a shared meal, not just food, and the focus is less transactional - more relational. It's as much about the conversation and deriving a sense of meaning and purpose from being in that space together.

In conversations with people who have encountered both types of meal services, they say that they are very different. People are grateful and appreciative for having some food, but many also feel a great sense of shame for having to show up in a space like the first one. When they experience the second one, people talk about a sense of belonging and nourishment. The well-being framework can be used to create more experiences like in the second example.