TIS is an ORGANIZATIONAL CHANGE MODEL developed by San Francisco Dept. of Public Health to create contexts that nurture and sustain trauma-informed practices and organizations that reduce trauma. We believe that this transformation—from systems that induce trauma to systems that can sustain healing practices and wellness—occurs along a continuum from Trauma Organized to Healing Organizations and Systems of Care.

"For human services, practitioners are the interventions."

- Dean Fixsen

Bay Area Regional Lead Coaching and Training Cohort

**Trauma Organized**
- Organizations impacted by stress, operating in silos, avoidant of issues and isolated in their practices or service delivery. These organizations can be trauma inducing.
  - Reactive
  - Reliving/retelling
  - Avoiding/numbing
  - Fragmented
  - Authoritarian leadership

**Trauma Informed**
- These are organizations that develop a shared language to define, normalize and address the impact of trauma on clients and workforce. They operate from a foundational understanding of the nature and impact of trauma.
  - Shared language
  - Foundational understanding of trauma and healing
  - Understanding of the nature and impact of trauma

**Healing Organization**
- Organizations where staff policies, procedures, services and treatment models apply an understanding of trauma embedded within them. Their approaches to providing services are trauma-shielding or trauma-reducing.
  - Reflective
  - Collaborative
  - Culture of learning
  - Making meaning out of the past
  - Growth- and prevention-oriented
  - Relational leadership

### From Trauma-Inducing to Trauma-Reducing

“Trauma Informed Systems principles and practices support reflection in place of reaction, curiosity in lieu of numbing, self-care instead of self-sacrifice and collective impact rather than siloed structures.”

- Epstein, K, Speziale, K, Gerber, E, & Loomis, B (2014)
  SF DPH TIS (Trauma-Informed Systems Initiative)
The TIS is based on the understanding that our health systems can inadvertently reinforce oppression and create harm. Trauma affects more than the individual–trauma is historical, institutional, structural and intergenerational and so our strategies for recovery must also be.

With audacious hope, tenacity, and appreciation for many medicines, we seek to transform systems and sustain mechanisms that lead to healing and liberation.