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

<table>
<thead>
<tr>
<th>Trauma Organized</th>
<th>Trauma Informed</th>
<th>Healing Organization</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizations impacted by stress, operating in silos, avoidant of issues and isolated in their practices or service delivery. These organizations can be trauma inducing.</td>
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<tr>
<td>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.</td>
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<tr>
<td>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.</td>
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</tbody>
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- Reactive
- Reliving/retelling
- Avoiding/numbing
- Fragmented
- Authoritarian leadership

- Shared language
- Foundational understanding of trauma and healing
- Understanding of the nature and impact of trauma

- 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.

Using Implementation Science for County and Regional SYSTEM CHANGE

**Leadership Drivers**
- Manage change through adaptive leadership
- Executive and senior leadership demonstrate organizational commitment
- TIS leadership facilitators/cohorts sustain technical and adaptive drivers

**Organizational Drivers**
- Support multi-level alignment through facilitative administration
- TIS champion cohorts align principles of TIS to practices and policies
- TIS evaluation measures inform and evolve contexts for growth

**Competency Drivers**
- Practitioners who develop, improve, and sustain organizational healing
- Embedded TIS trainers and organizational change coaches disseminate knowledge
- Peer learning communities and Regional Community of TIS Practice strengthen and harness local expertise

Visit us online at www.traumatransformed.org

FIND TIS TRAINERS  UP COMING TIS EVENTS  TIS BLOG