

TIS IMPLEMENTATION TEAM

TIS Implementation Team: Healing Organization Workgroup (HOW)

Organizational change requires involvement from all levels of an agency. We recommend that organizations establish a TIS/Healing Organization committee or work group that includes a vertical slice of staff—from line staff to leadership—that meets regularly to plan, guide and evaluate the implementation of TIS. The work group is the agency’s TIS implementation team, responsible for:

- Identifying areas of strength and growth related to TIS principles
- Brainstorming strategies to foster healing workplaces
- Evaluating implementation efforts
- Discussing communication strategies to ensure aligned and consistent messaging to the broader organization

The workgroup should include the following TIS roles:

- **Leaders** hold the healing vision for their organization, ensure alignment and integration of TIS principles into policy and practices, and dedicate resources to TIS efforts to ensure progress and sustainability.
- **Catalysts** work in coordination with staff Champions to plan, implement and support TIS changes within the organization. Catalysts serve as a liaison between Leaders and Champions. They typically come from managerial positions and have some authority within a division or department to institute change.
- **Champions** help identify organizational needs and healing interventions, integrate staff voice in decision making, pilot changes, and inspire others to support adoption of TIS principles and practices. Champions can be from any level within the organization. We recommend that the work group incorporates at least one Champion who holds a direct service role (such as nurse, case manager, clinician, etc.)
- **TIS 101 Trainers** (if agency has own trainers) who serve as a resource to enhance the committee’s trauma understanding.

Notes:

- *The number of individuals in each role participating in the workgroup depends on the size and structure of the organization. For example, in large organizations there may be an assigned Champion from each division of the organization undergoing TIS change. In small agencies one person could play multiple roles (such as both a Catalyst and a Champion.) We recommend at least 2 Champions per agency/unit to strengthen impact and prevent isolation.*
- *Within the HOW, Leaders, Catalysts and Champions can divide up tasks associated with managing the meetings, such as facilitator, note-taker, time-keeper, norms-keeper, etc. The way your HOW operates should reflect what you want to see flourish within your organization. How will meetings be run? How will we treat each other? How will conflicts be addressed? How will we acknowledge and metabolize stressful or traumatic events?*



Role	Responsibilities	Competencies & Capacities
<p>Leader <i>Member of agency's executive leadership team</i></p>	<ul style="list-style-type: none"> -Hold TIS vision for organization including how TIS aligns with all of agency's work -Establish HOW and ensure it meets regularly (<i>monthly is recommended</i>) -Allocate resources to support TIS -Dedicate time and space to update staff on TIS efforts; intentionally communicate connection between agency activities and TIS -Support agency assessment of staff experience of TIS principles in the work place -Recognize contributions of HOW members and celebrate TIS accomplishments -Participate in TIS Leadership Learning Community for at least two years 	<p><i>Competencies</i></p> <ul style="list-style-type: none"> • Radical & Critical Inquiry • Relational Leadership • Inclusive Leadership • Complexity Thinking • Mindfulness & Reflection • Trauma-Informed Communication <p><i>Capacities</i> Hope & Stamina</p>
<p>Catalyst <i>Typically, a member of agency's executive leadership or senior management team</i></p>	<ul style="list-style-type: none"> -Participate in HOW -Serve as TIS-resource for Champions. As needed, meet with Champions outside of HOW. -Authorize time for Champions to attend meetings and work on TIS outside of meetings -Promote integration of TIS practices, policies and procedures into workplace -Communicate TIS-related progress and challenges to leadership -Participate in Leadership Learning Community (ideally) 	<p><i>Same as leader</i></p>
<p>Champion <i>A staff member from any department or level within the agency, including at least one direct service or line staff member</i></p>	<ul style="list-style-type: none"> -Participate in HOW -Identify TIS-related workplace needs and strengths -Through a participatory process, identify practices and activities to enhance TIS/healing within organization -Incorporate voice of staff in planning, implementation and evaluation of TIS activities -Guide TIS implementation in collaboration with catalyst and leader -Meet with other internal TIS Champions as needed to support TIS implementation (with or without Catalyst present) -Attend TIS Champions Learning Community 	<p><i>Competencies</i></p> <ul style="list-style-type: none"> • Agency & Empowerment • Relational Practices • Inclusive Behaviors • Systems Thinking • Mindfulness & Reflection • Compassion for Self & Others <p><i>Capacities</i> Hope & Stamina</p>

WORKGROUP PROCESS

1. Bring together Healing Organization Workgroup (HOW)
(pages 11-18 of Healing Organization toolkit)
2. Develop group agreements
(pages 18-20)
3. Develop TIS vision for organization and workgroup mission
(pages 21-23)
3. Assess organizational climate
(pages 30-32)
4. Identify TIS principle/area of focus and explore root causes (pages 33-38)
5. Develop and implement activities to advance area(s) of focus (pages 39-44)
6. Evaluate efforts through PDCA or formal measurements (pages 45-46)

