



2025 – 2029 Strategic Plan

The first patient ever seen by Transhealth was so ill from years of medical neglect that they had to be rushed by ambulance to the emergency room. Transhealth routinely sees patients who have not been to a healthcare provider in years either due to past discriminatory treatment or because they have not been able to find trans-competent health care at all. And then there are the kids and their families who travel to us from near and far; terrified, beaten down, and desperate for care and support.

Transgender people are fighting for their lives. Although many Massachusetts laws and leaders are on our side, a tidal wave of hate looms nationally, as does the persistent lack of access to competent, compassionate gender-affirming care throughout the Commonwealth.

This is why Transhealth exists and why our continued success is so vital. As the only independent, non-profit healthcare organization in the nation devoted solely to trans and gender-diverse people, we are fighting to save lives and build community. We are a beacon of hope in troubled times, creating a vision for a better future.

It is against the backdrop of a dire political climate and a broken healthcare system that we introduce Transhealth's inaugural Strategic Plan. This Strategic Plan was developed through 2023 and 2024 and was adopted by Transhealth's Board of Directors via a vote at the October 22, 2024 Board of Directors meeting. Transhealth's 2025 – 2029 Strategic Plan covers the period from January 1, 2025, through December 31, 2029.

Table of Contents

Our History	3
Our Values	3
Our Commitment to Racial Justice and Equity	3
Our Commitment to Anti-Transmisogyny	4
Actions To Become an Anti-Racist and Anti-Transmisogynist Organization	4
Our Mission	5
Our Vision	5
Our First Strategic Plan	6
Our Strategic Planning Process	6
Strategic Priorities and Goals	7
What's Next?	9

Our History

Founded in 2021, Transhealth is one of the foremost providers of gender-affirming care in the region and the only independent, non-profit healthcare organization in the nation devoted solely to serving the trans and gender-diverse community. Through expert clinical care, community support, education, and advocacy, Transhealth is proud to be a non-profit leader in transforming the nation's healthcare landscape.

Our Values

- We believe everyone deserves joy in our work, bodies, and relationships as well as on our streets. We are prepared to fight for our patients' right to experience that joy.
- We believe in understanding and empathizing with others and approaching with a beginner's mind.
- We are lifelong learners and committed to continually being open to new perspectives and ideas.
- We are devoted to being compassionate at work, for our colleagues and patients.
- We are building a team that reflects the diversity of our patients and the world we envision.
- We stand for new ways of delivering health care that empower staff and patients to reimagine true patient-centered care.
- We believe real inclusion starts with honoring who we are and living the life we were meant to live.
- We see you, honor your choices, and support you in achieving your goals.
- We strive to create a space where all voices are heard and seen.
- We are here to create a flexible and evolving work environment that strives for radical trust in each other.

Our Commitment to Racial Justice and Equity

White supremacy has a devastating impact on QTBIPOC (Queer, Transgender, Black, Indigenous, People of Color) communities, particularly in healthcare. QTBIPOC individuals are routinely subjected to medical neglect and discrimination and BIPOC healthcare providers are grossly underrepresented in the field. It is because of this that Transhealth has an outsized duty to resist racism and other forms of oppression which harm the communities we serve.

Transhealth is committed to being an anti-racist organization by actively resisting the structures, systems, ideas, and practices that stand in the way of racial justice and equity. Being an anti-racist organization requires an authentic and persistent dedication to think critically, educate oneself, call each other in, and decolonize the mind. To do so, it requires each and every employee to: question the way things are and the way they have been taught things; wholeheartedly embrace learning and unlearning [the doing and undoing required when striving to be an anti-racist organization within a white supremacist society]; and have a willingness to share power.

Our Commitment to Anti-Transmisogyny

Born from the confluence of patriarchy, white supremacy, colonialism, and capitalism, transmisogyny is embedded in the very fabric of society, both harming and implicating everyone, with the most pronounced and direct impact on transfeminine people, who by their very existence challenge the social order and threaten to topple dominant power structures. Just as the complicity in transmisogyny is widespread, so is the responsibility to resist this form of oppression by individuals and organizations alike, especially those within the LGBTQ movement whose mission is to serve the trans and gender-diverse community. As a leader in the gender-affirming care space, Transhealth is driven in its commitment to become an anti-transmisogynist organization by its unyielding dedication to the transfeminine members of our community.

Actions To Become an Anti-Racist and Anti-Transmisogynist Organization

It is against the backdrop of the devastating history and impact of transmisogyny and white supremacy that Transhealth names its dedication to becoming an anti-racist and anti-transmisogynist organization as a main priority within our 2025–2029 Strategic Plan. Toward this goal we will undertake a series of concrete action steps aimed towards dismantling white supremacy and transmisogyny within our own organization, and centering and elevating the experiences of BIPOC and transfeminine patients, clients, staff, and community. These steps include: instituting ongoing training, implementing strategies to recruit, retain, and advance BIPOC and transfeminine employees into positions of power within the organization, empowering the board of directors to commit to this work, incorporating the perspectives of BIPOC and transfeminine staff in strategic decisions at all levels of the organization, and creating benchmarks that we hold ourselves accountable to as we continue our work on becoming an anti-racist and anti-transmisogynist organization.

Our Mission

Transhealth is an independent and comprehensive healthcare center that supports and empowers trans and gender-diverse individuals and families.

Throughout our history as a community, trans and gender-diverse people have looked to each other for healing, support, and affirmation. Transhealth honors that by serving as a source of hope and showing what good gender-affirming healthcare looks like.

As a trans and gender-diverse led organization rooted in Western Massachusetts, we are expanding the healthcare possibilities for our community. Through expert care, community support, education, and advocacy, we work to secure a healthy, affirming future for all of us.

Our Vision

We are transforming the world so that trans and gender-diverse individuals are empowered and celebrated as they work with an affirming team to own their healthcare journey.

Our Services

- **Clinical Care:** High-quality, gender-affirming primary care, pediatric care, mental healthcare, gender-affirming hormone therapy (GAHT), and surgical letters
- **Community Support:** Lifesaving community outreach programs, including a drop-in community space, community closet, groups and events, resources, transportation, insurance enrollment counseling, HIV/STI prevention, and harm reduction supplies
- **Education:** Comprehensive education for patients, families, members of the community, and clinicians
- **Advocacy:** Advocacy for laws and policies to transform healthcare and improve the lives of the trans and gender-diverse community

Our First Strategic Plan

Strategic planning is essential to the long-term success of any organization. As we approach our fourth anniversary, we are well-positioned to reflect on where we've been and plan for the future. Starting a non-profit organization is not for the faint of heart, bringing with it an inevitable whirlwind of ideas, activity, successes, and setbacks. We are proud of what Transhealth has managed to accomplish in this short period, demonstrating what is possible when passionate, experienced individuals come together in community, propelled by a collective vision for change. With over 3,000 patients and community members served since we opened our doors in 2021, Transhealth has established itself as a leading provider of gender-affirming care. At the same time, there are key areas where we need to see improvements, especially in the areas of clinical operations and becoming a multicultural organization. This backdrop of achievements and challenges has set the stage for the creation of a flexible, and responsive Strategic Plan and process for accountability.

Our Strategic Planning Process

Transhealth's Board of Directors, team members, and numerous external stakeholders co-created and informed this five-year Strategic Plan. We engaged with Chiron Strategy Group, which facilitated our planning process. A diverse range of internal and external stakeholders shared their perspectives on Transhealth and the need for gender-affirming care in Western Massachusetts.

We heard the perspectives of trans individuals and parents of trans kids and received input from leadership at New North Citizens' Council, GLBTQ Legal Advocates & Defenders (GLAD), Reproductive Equity Now, and the J.S. Bryant School. We held two focus groups to solicit opinions and experiences from the entire team of staff at Transhealth.

Contextual documents included the Plan and Act for Transgender Health (PATH) Community Report by The Fenway Institute, Cooley Dickinson Hospital Healthcare and researchers from Harvard Medical School, Transhealth staff satisfaction and patient/client satisfaction reports, and the Barriers to Trans Healthcare and Employment Report by Dr. Eunice Avilés Faría and Chastity Bowick. Our services - Clinical Care, Community Support, Education, and Advocacy - informed everything.

The following Strategic Priorities and Goals were created by working groups composed of Transhealth team members at various levels and positions throughout the organization. We are indebted to those QTBIPOC (Queer, Transgender, Black, Indigenous, People of Color) patients, clients, and community members who provided insightful perspectives on our draft Strategic Priorities and Goals. Their feedback shaped the content of this Strategic Plan in addition to our processes for sharing information after implementation.

Strategic Priorities and Goals

Strategic Priority 1

Provide affirming, empowering, and integrated clinical and community services for trans and gender-diverse individuals and their families

Strategic Goals

- 1.1 Provide excellent care to our trans and gender-diverse community members
- 1.2 Improve accessibility and care continuity
- 1.3 Provide additional resources to our community members by developing meaningful and long-term relationships with organizations that work with underserved communities in Western Massachusetts

Strategic Priority 2

Ensure financial and operational sustainability so that Transhealth thrives

Strategic Goals

- 2.1 Ensure an excellent experience for patients, clients, and others in Transhealth's clinical and community spaces
- 2.2 Create a robust infrastructure that supports Transhealth as it grows
- 2.3 Ensure the financial stability of Transhealth through optimizing clinical revenue as well as further developing our fundraising strategy
- 2.4 Strategically expand and integrate additional services and revenue sources if and when it makes sense to do so

Strategic Priority 3

Support and strengthen the lives of trans and gender-diverse individuals within our communities through education, advocacy, and community collaboration

Strategic Goals

- 3.1 Create platforms and opportunities for the voice of our BIPOC patients, clients, and greater community to be acknowledged and acted on
- 3.2 Prioritize relationships that will strengthen Transhealth's commitment to BIPOC and rural communities
- 3.3 Advocate to improve the lives of those who are trans and gender-diverse by increasing access to gender-affirming care, and utilizing our expertise to support advocacy work on issues that affect our communities
- 3.4 Educate communities to increase the understanding of and compassion towards trans and gender-diverse individuals and to improve the ongoing cultural competency of healthcare providers, organizations and systems

Strategic Priority 4

Cultivate a multicultural, anti-racist, and anti-transmisogynist organization which centers the voices and experiences of BIPOC and transfeminine individuals

Strategic Goals

- 4.1 Empower our Board of Directors to lead with a commitment to antiracism and anti-transmisogyny
- 4.2 Recruit, retain, and advance a talented, committed, and diverse team with an intentional commitment to increase representation of BIPOC and transfeminine individuals
- 4.3 Train our managers and supervisors to lead equitably and with cultural humility
- 4.4 Incorporate the perspectives of BIPOC and transfeminine staff as we consider how strategic decisions move us toward becoming an anti-racist and anti-transmisogynist organization
- 4.5 Create benchmarks that we hold ourselves accountable to as we continue our work on becoming an anti-racist and anti-transmisogynist organization

Strategic Priority 5

Provide guidance, support, and resources so that all team members feel welcomed, valued, and prepared to work at Transhealth

Strategic Goals

- 5.1 Nurture a sense of belonging and trust where the organization, day-to-day operations, and relationships can thrive
- 5.2 Provide opportunities for growth and development
- 5.3 Ensure that leaders develop and support healthy and well-operating teams through consistent and structured communication
- 5.4 Develop and maintain the operational infrastructure and resources to engage patients with excellence and cultural humility, function effectively, and grow

What's Next?

Trans people are fighting for their lives and Transhealth is ready for it. Through our Strategic Plan, Transhealth will strive over the next five years to move towards our vision: to transform

the world so that trans and gender-diverse individuals are empowered and celebrated as they work with an affirming team to own their healthcare journey.

Each year we will use our Strategic Priorities and Goals to inform plans and initiatives, and will embed this work throughout the organization by incorporating the Strategic Priorities and Goals into the annual goals of each team member. The Board of Directors and our Leadership Team will assess our progress at regular intervals and we will share our progress in our Annual Report which will be published on our website. Additionally we will provide periodic updates to every group that was a part of the strategic planning process. As well, priorities and goals will be adjusted as needed to respond to shifts in the political climate, healthcare landscape, and the needs of our community.

We look forward to embarking on this journey together.