Leadership Development & Capacity Building
in the context of Transgender Health

SAPG Meeting
June 25, 2015
Leadership Development

- Values:
  - Community

- Collaboration and communication

- Centering work around those most impacted by systemic oppression

- Investing in opportunities and skills for community and those most impacted by the work
Capacity Building

What is capacity in the work you are doing? What does it mean to you have to have “capacity”? 

- Time
- Money
- Power
- Access to training
- Leadership development
- Community buy in
Collective Impact

Five Conditions of Successful Collective Impact:

1. Common Agenda
2. Shared Measurement
3. Backbone Organization
4. Continuous Communication
5. Mutually Reinforcing Activities
Timeline of Transgender Health Work

- **July 2013**
  - One-on-one meetings with local agencies, leaders, and community members

- **August 2013**
  - Bring in community members to start working envisioning the project

- **September – January 2013**
  - Realize that there is little local data and create a plan to obtain local data in order to learn what trans people need
Timeline of Transgender Health Work

January-August 2014
- Work with UCSF and UW to draft a transgender needs assessment and focus group protocol, and obtain IRB approval

September 2014 – March 2015
- Collect survey data, and conduct 3 focus groups with transgender people in Madison and Janesville

January 2015 – May 2015
- Organize and plan the Wisconsin Transgender Health Summit that took place in Fitchburg on May 2nd, 2015
Formal channels

- **Leadership Development**
  - Healthy Wisconsin Leadership Institute Community Teams Program

- **Capacity Building**
  - First community grant to support our work

- **Collective Impact and Values**
  - Flattening power and leadership structure as much as possible & elevating community of leaders
Example:
Community Based Research Process

- Survey development and design centered around amplifying community voices and needs
- First community based research initiative of this sort in transgender communities in Wisconsin
- Intention was to start a conversation about transgender and gender non-conforming communities and health
Research and data collection are inherently flawed, always leave people out, and are not accessible to many people in our communities. We want to:

- Be transparent about who is in this sample and who is not
- Acknowledge that there are many voices missing from this data, making it an incomplete and biased picture of our community
- Prioritize creating more accessible methods for amplifying the voices of those whose experiences were not collected in this survey
Example:
Presenting limitations in a community setting

- Acknowledge that taking a survey is often inaccessible to:
  - People who don’t use English as their primary language
  - People who do not have access to computers
  - People who do not access the agencies and organizations who promoted this survey
  - People who are experiencing homelessness and/or transitional housing situations
  - People who are under the age of 18
  - People who have experienced systemic oppression related to research and have legitimate distrust in the research process
Example: Building power through “credibility”

- Survey was a “snap shot in time” (cross-sectional study)
- Survey was collected through local agencies, events, and social media (convenience sample)
- Confidential and voluntary participation
- Survey design was modeled from previous needs assessments in transgender communities
- Survey tool was adapted from a tool produced by the Center for Excellence in Transgender Health at the University of San Francisco
Example: Creating top priorities that mirror values

✧ Centering racial justice through intentional collaboration and community building with leaders in transgender communities of color

✧ Access to transgender competent health care, providers, and resources

✧ Working to eliminate violence towards transgender and gender non-conforming people

✧ Non-discrimination in public spheres that impacts transgender people’s access (employment, housing, legal services)
Example:
Bringing community together at Summit

- Bring community members and service providers together to start a conversation about the data
- Identify priorities that emerged in the community from the data and focus groups
- Start to create a plan to better serve transgender people
- Create a container for ongoing dialogue and work in Wisconsin