



For public health innovation

2019 Annual Report

PREPARED BY
TRAILHEAD INSTITUTE

2019 was a year of reimagining processes and organizational evaluation at Trailhead.

With Springtime came the official naming of Sarah Lampe as Trailhead's new Chief Executive Officer, bringing transition to Trailhead with the change in seasons. Sarah's appointment by the Board of Directors was endorsed among staff and partners familiar with her exceptional leadership at Trailhead and in community, following five years of service as the organization's Chief Operations Officer and Interim CEO throughout the Board's rigorous recruitment process. In addition to instating new leadership at Trailhead, 2019 afforded us the opportunity to reassess and streamline processes that ultimately improved the quality and consistency of our work. This evaluation extended beyond the scope of our projects and programs to include examination of Trailhead's organizational health more broadly. Beginning in August, Trailhead engaged nRhythm, a Boulder-based management consulting firm, to measure the equity and health of the organization's operating design, ecosystem, and receptivity to change. As Trailhead embarks on a multi-year partnership with nRhythm, we have committed to becoming a "regenerative organization" one in which all members are actively designing and evolving structures that create an environment to foster equity in decision-making, power, and resources.

Youth Sexual Health Program

2019 brought a host of accomplishments for the Youth Sexual Health Program at Trailhead among which included the successful application and receipt of \$315,000 in funding from the Grove Foundation, Buell Foundation and Caring for Colorado for the expanded implementation of Youth Sexual Health programming at Trailhead.

In addition to securing significant funding for the program, Trailhead signed Memoranda of Understanding (MOUs) with four new school district partners in both rural and urban areas of the state during the 2018-2019 school year. Of the nine total active school districts, Trailhead supported two in reaching their sexual health education institutionalization goals – Denver Public Schools (DPS) and Fremont School District RE 2 (Fremont) – reaching a total of 93,337 students in both school districts.

2019 also marked the launch of Trailhead's Youth Sexual Health Resource Map. With collaboration and input from members of the Youth Sexual Health Alliance, Trailhead launched the mapping resource featuring youth-positive comprehensive sex education, training and resources as well as youth sexual health services across the state with the aim of strengthening coordination between schools, clinics and communities.

Administrative Partnership Program

Trailhead brought on 13 new administrative partnerships in 2019, seven of which met the Administrative Equity grant requirements. Of these new partnerships, 60% have brought in funding. A core, equitable and distinguishing structure of the APP program is its investment of resources into start-ups and projects, regardless of whether they have existing funding, in order to provide them with an opportunity to grow and meet community needs. In addition to expanding the number of partners served through the APP program, we developed an online portal for partners to more directly connect partners to Trailhead's administrative supports and to each other. Overall, the APP program sustained manageable growth in revenue from new and existing partners that expanded over \$2.5M.

Rocky Mountain Public Health Training Center

In 2019, Trailhead developed an ongoing partnership with the Rocky Mountain Public Health Training Center (RMPHTC) through their funding from the Health Resources and Services Administration (HRSA). The RMPHTC provides training and development for public health professionals in HRSA region 8 which includes Colorado, Wyoming, Utah, Idaho, Montana, North Dakota and South Dakota. Working with the HRSA Region 8 states, Trailhead created and started a community of practice related to community-clinical linkages and provided trainings in grant writing, grant management, program and project sustainability, partnership development and partnership decision making.

Engaging nRhythm

In August, Trailhead engaged nRhythm to begin a multi-year process of organizational assessment designed to measure the equity and health of Trailhead's operating design, ecosystem, and receptivity to change. Our work with nRhythm began with an internal survey of Trailhead staff using nRhythm's Organizational Health Index (OHI) to assess our operating structures. This work will continue into 2020 and expand to collecting partner feedback through an Organizational Health Assessment distributed to network connection partners.

Patient Centered Outcomes Research Institute (PCORI)

Trailhead successfully closed out PCORI's Pipeline to Proposal (P2P) Program in 2019, the largest program in the history of the organization. PCORI's P2P initiative was a multi-tiered program supporting partnerships made up of patients, community, stakeholders and researchers working together toward patient-driven research outcomes. As the lead program office, Trailhead built and ran all aspects of the program including program deliverables and resources while also providing technical assistance, training, and coaching to more than 200 awardee partnerships across the country.

Regional Health Connector Program (RHC)

The Regional Health Connector Program, originally funded through EvidenceNOW Southwest, received additional funding through Upper Payment Limit dollars from the University of Colorado. This additional funding allowed for the addition of a full-time Senior Program Manager at Trailhead and provided funding to the Regional Health Connectors employed across the state.

Colorado Clinical & Translational Sciences Institute (CCTSI)

2019 marked the second of a 5-year funding cycle for CCTSI, during which we successfully adjusted the pilot grants program to meet the needs of the community while minimizing the administrative burden on staff at CCTSI and Trailhead. We also provided support to the Community Research Liaisons as they became a sustained workforce.

These are the highlights of a year filled with transition, reflection, new growth and reimagining existing projects and programs. As we look to 2020, we are eager to develop responsive programs, partnerships and action and to build creativity and support into a thriving public health workforce.

Board of Directors

Executive Committee

Jeff Stoll | MPH, **President**

Retired, Public Health Professional
Environmental Health & Public Health
Consultant

Mary Davis | DrPH, MSPH, **Vice President**

Project Y Evaluation Services, LLC

Stephanie Parnell | CPA, **Treasurer**

Hanson & Co. CPAs

Georgina Lucas | MSW, **Secretary**

Community Health and Equity

Thomas S. Dunlop | MPH, REHS

President, Dunlop Environmental Consulting, Inc.,
Private Environmental Consultant

Thomas Gonzales | MPH, REHS

Deputy Directory, El Paso County Public Health

Kathy Irene Kennedy | DrPH, MA

Director, Regional Institute for Health and
Environmental Leadership

Jeanne Nicholson | MS, RN

State Senator
Public Health Consultant

Susan Perrigo

Owner, Pinpoint Accounting Services

Jon Samet | MD, MS

Dean & Professor, Colorado School of Public Health

Thomas M. Vernon | MD

Former Executive Director, Colorado Dept. of Public
Health & Environment

Lawrence Volmert | JD

Retired Counsel

Melvin E. Bush | CIC

President, Insurance Design & Placement, Inc.

Tom Butts | MSc, REHS

Principle and Environmental Health Consultant,
Colorado Environmental Public Health Services

Lucille Campbell

CEO, Affinity Consulting Services

Trailhead Staff

Nikki Cimino | Operations Manager

Courtney Fultineer | Senior Program Manager

Adrienne Gomez | Program Manager

Kyla Hoskins | Program Director

Theo Isoz | Training Manager

Nancy Jennings | Senior Program Manager

Dillon Loaiza | Finance Manager

Melanie Smith | Program Manager

Kevin Werner | Program Manager

Holly Coleman | Director of Community Engagement
& Philanthropy

Patricia Dwyer | Director of Finance

Natalie Finke | Bookkeeper

Sarah Lampe | President & Executive Director

Lisa Olcese | Director of People & Strategic Initiatives

Benjamin Robb | Director of Projects & Partnerships

Tyler Shirey | Finance Manager

Andrew Stricker | Finance Manager

Affiliate Employees

Michelle Deland | Executive Director, North Central Regional Health Care Coalition

Erin Ulric | Implementation Director, Colorado Blueprint to End Hunger

Jaime Cabrera | Executive Director, Colorado Perinatal Care Quality Collaborative

Nancy Griffith | Quality Improvement Specialist, Colorado Perinatal Care Quality Collaborative

Vaishnavi Hariprasad | Program Manager, Colorado Blueprint to End Hunger

Lyndie Kenlon (Bradshaw) | Program Director, Mountain Roots/Healthy Futures

Leticia Macias | Executive Assistant, Colorado Blueprint to End Hunger

Joel McClurg | Program Manager, Colorado Blueprint to End Hunger

Financials

ASSETS

Cash and cash equivalents.....	\$1,529,572
Due from others.....	n/a
Contracts receivable.....	634,199
Grants receivable - temporarily restricted.....	241,150
Prepaid expenses.....	9,343
Property and equipment.....	103,377
Total Assets.....	\$2,517,641

LIABILITIES AND NET ASSETS

Accounts payable.....	\$58,157
Payroll liabilities.....	103,281
Copies Lease obligation.....	14,581
Total Liabilities.....	\$176,019

NET ASSETS

Unrestricted

Without donor restrictions - undesignated.....	1,046,499
With donor restrictions.....	1,295,123
Total Net Assets.....	\$2,341,622
Total Liabilities and Net Assets.....	\$2,517,641