



For public health innovation

TRAILHEAD INSTITUTE

# Annual Report

2022 Year in Review &  
2023 Budget

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# TRAILHEAD

## Core Business

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As regenerative principles continue to inform how Trailhead grows and develops in practice, 2022 was a year of finding a dynamic balance in the cycles of change. After two years immersed within emergency response, Trailhead's focus at large is shifting towards restoration, revitalization, and reimagining. This orientation towards transformation is felt across our work as we envision new possibilities for Colorado's public health workforce; of ourselves as an aspiring regenerative organization; and of the impact that is possible from our programs, projects, and partnerships as we strive to use our collective power to build healthy, flourishing communities across Colorado.

Throughout 2022, we grounded ourselves in the belief that Trailhead's ability to regenerate people and communities begins by supporting the physical, mental, emotional, and spiritual wellbeing of our team members. This approach aligned more thoughtfully with the cycles of nature, recognizing that there are times when our bodies and brains feel more inclined to dream, plan, implement, connect, review, refine and rest. Within this process we dedicated time and conversation to examining what new growth is ready to emerge at Trailhead when we let go of beliefs, behaviors, and practices that no longer align with our organizational values or feel out of step with our commitment to justice, collaboration, and building the capacity of communities. Through this practice, Trailhead staff experimented with moments of slowing down, listening and responding to what's needed from our community partners, board, and staff to understand what Trailhead needs in order to evolve and thrive.

Beautiful new possibilities have emerged from this living practice. Most notably, we are moving into 2023 beginning a new phase of our journey towards promoting and embodying justice, equity, diversity, and inclusion with the guidance of Weav Studio. Together, Weav Studio will support us in developing a community guidance strategy at Trailhead and help us step towards a stronger racial justice framework across our systems, structures, and practices to better serve our communities.



Reflection has also spurred conversations around Trailhead's philosophy on community engagement and our dynamic relationship to funding and philanthropy as a nonprofit public health institute. From these conversations, new workgroups have begun within Trailhead to build out guiding frameworks for how we equitably engage with communities and how we may implement and advocate for more just funding practices within our work and public health.

As we journey into a new year at Trailhead, we are committed to further deepening our understanding of what it means to be a regenerative organization in practice. Rooted in this commitment is a profound understanding that this transformational, continuous work is nurtured by a healthy posture of openness and an enduring commitment to change over our lifetime - as individuals, as partners, as community members, and as an organization that believes that we as a society are capable of creating a world where all people have the opportunity to be healthy and live in a healthy environment.



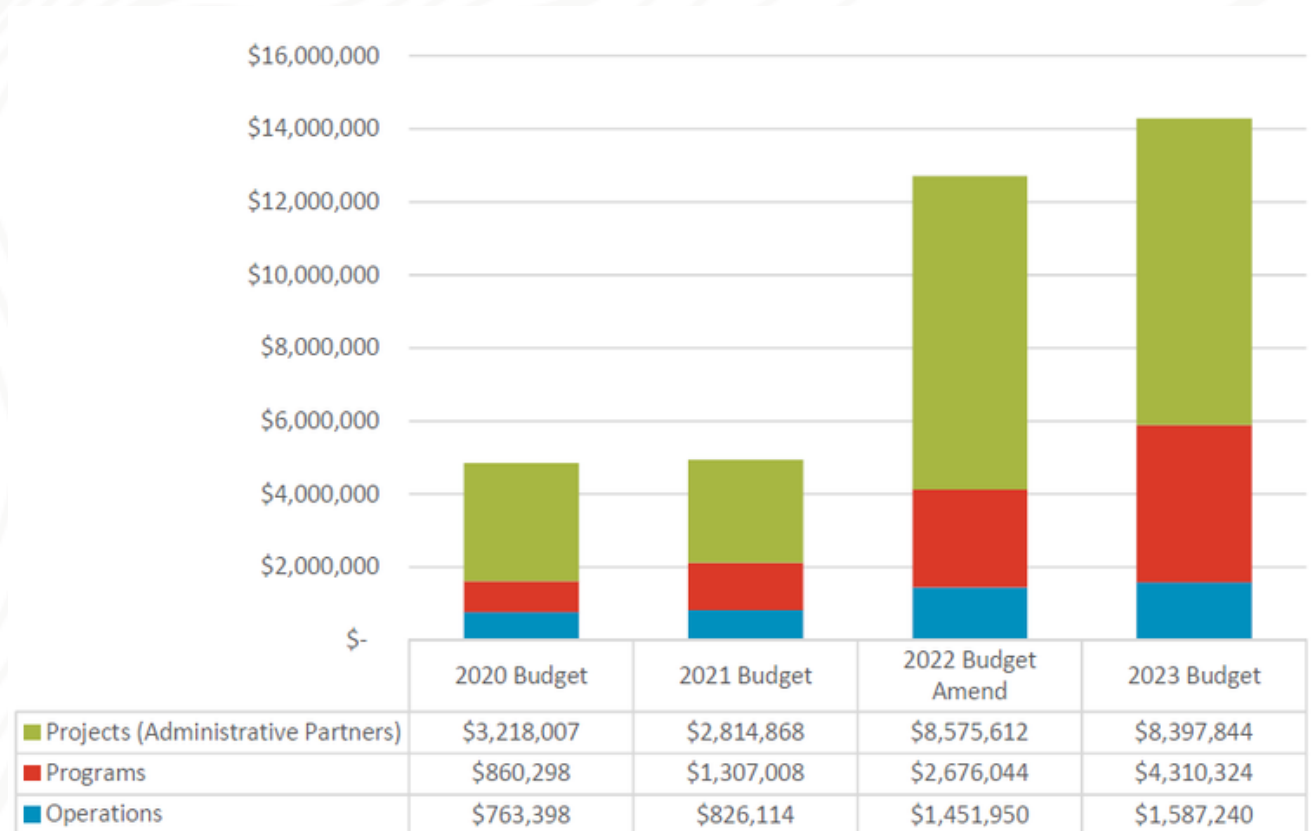


# TRAILHEAD TOTAL BUDGET

## Staffing and Budget Summary

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2020 Budgeted FTE	2021 Budgeted FTE	2022 Budgeted FTE	2023 Budgeted FTE
18	23	37.75	41.15



# TRAILHEAD OPERATIONS

## Core Business

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The Trailhead Operations budget covers the necessary functions to keep the organization thriving. This includes finance, APP, communications, HR and operations; investments in organizational and workplace culture; intentional office space; relationships with contractors and vendors; and materials needed across the organization.

In 2022, Trailhead experienced tremendous staff growth. While we said goodbye to five employees, we welcomed in 15 new people, and four existing team members were promoted to new positions. We close 2022 with 35 total employees. Through this year of growth and transition, we had the opportunity to refine our human resources practices, including:

### HIRING

- A mutually informative interview process, starting with a Q&A opportunity for all applicants to ask their questions about the position, Trailhead, work culture and other important criteria to consider before applying.
- Job announcements that accurately reflect the needs of the position and minimize unnecessary barriers and center life experience.
- An online recruitment platform designed to simplify this process for both applicants and hiring managers.
- Interview processes that engage key team members, include questions that reflect lived values, and acknowledge that the interview process is reciprocal.

Changes made to Trailhead's hiring practices in 2022 were integral to our growth and wellbeing as an organization. Trailhead incorporated innovative, applicant-centered recruitment processes that allow for the applicant to learn more about the position before they apply and allow Trailhead to continue attracting top talent. Position descriptions are designed to align with Trailhead expectations and state law requirements, like centering life experience and including pay ranges. Each hiring process begins with an opportunity for candidates to interview the hiring staff, ask position-specific questions, and learn about the organization prior to applying, establishing a mutualistic relationship between Trailhead and prospective new team members. Instead of a traditional cover letter, candidates can opt to answer short questions related to the position. The hiring Guide reviews and invites top candidates for an interview, consisting of 1-2 additional members of the Hiring Team. Trailhead provides ample time during interviews for candidates to ask questions. Second interviews are designed for the candidate to meet additional team members, ask questions, and answer any customized questions based on the 1st interview. Offers are extended via phone upon successful reference checks.



## RETENTION

- Support for whole-person engagement in the workplace, including mindfulness practices in meetings and optional ‘virtual support’ opportunities for all employees on a regular basis.
- Employee-driven reviews through Reflection Forms that engage the employee and their Guide in goal-setting, use of strengths, practice of equity in the workplace, plans for time off, and other key behaviors that recognize that our work is best served when we’re invited to be all of who we are.
- Ongoing practice and implementation of Trailhead’s formal multi-step communication and conflict resolution process, Ethical Communication.
- Intentionally integrating these practices to challenge the white supremacy work culture characteristics that we identify in our work and are working to dismantle.

Beyond the evolution of our hiring processes, Trailhead continues to practice shared power in decision-making through our team structures, accomplishing the majority of our work through collaborations in finance, programs, operations, administrative partnerships, evaluation, and planning for connections and celebrations. While effective, this year led us to wonder how we can explore collaboration in fewer meetings and in a primarily remote work environment. We believe both can happen and we continue to learn from what we do.

Through the leadership of Sara Scarim, Trailhead’s new Operations Manager, Trailhead maintained a dynamic balance within our ever-changing hybrid work environment, downsizing from 15+ offices to four. Trailhead is subleasing office space from the Colorado Health Institute, giving us greater opportunity to build collaboration across two of Colorado’s public health institutes.

Trailhead continues to keep pace with COVID-19 mask and vaccine guidelines from the CDC, and the Board approved an additional 40 hours of COVID Sick time for all employees, including time to care for loved ones affected by the virus.

Trailhead’s Board of Directors retained 11 members in 2022, with active engagement across all four committees: Executive, Finance, Governance and Development. Board members joined staff as members of Trailhead’s JEDI Consultant recruitment team, and an ad hoc committee has been convened to explore Trailhead’s process of taking stances on topics, positions and current events that align with Trailhead’s mission, values and work.

We recognize that the work of building an organization is ongoing and iterative. Trailhead’s mutualistic approach – what’s good for the organization is good for the employee, and vice versa – aims to produce a more fulfilling partnership between systems (i.e. the organization) and people (i.e. employees and community). We will never arrive at a final destination but we appreciate the stops (rests) along our journey, valuing the unique genius of all employees, partners and community members while never separating the parts from the whole that is our work at Trailhead.

## 2022 ACCOMPLISHMENTS

*What we're proud of:*

- Recruiting new and retaining exceptional employees, continuing to build a team of individuals with a range of skills and expertise.
- Equitable, mutualistic hiring practices that are more applicant centered and aimed to attract the whole person.
- Through staff/board collaboration, revising an Employee Handbook to reflect our commitment to equity (this is a work in progress!).
- Centering the health and well being of employees, recognizing that when we resist operating from a place of urgency and reactivity, Trailhead grows stronger.
- A successful - massive! - move and downsizing, with a stated intention of minimizing our environmental impact through the process.
- Selection of Weav Studio as a consultant to lead Trailhead into the new year grounded in community and partner engagement organization wide.
- Successful transition in finance software from Abila to Netsuite.
- Intentional exploration of the Regenerative Framework through conversations across teams and all staff meetings with a focus of translating the framework from theory into practice.

## 2023 Growth Opportunities

*How we aim to grow:*

- Creating more efficiencies that don't sacrifice the importance of our interconnectedness.
- Staying vigilant of systems and practices that fuel burnout, sharing what we learn and learning from others through this process.
- Adding new staff to the operations team in the new year including a Communications Coordinator and Human Resources Administrative Coordinator.
- Continuing to center regeneration within Trailhead's internal and external communications, while deepening our understanding of how the framework helps Trailhead further health equity and regenerates communities.
- With added Communications support, expanding the use of narrative and storytelling throughout Trailhead to convey the impact of our mission and value of public health.



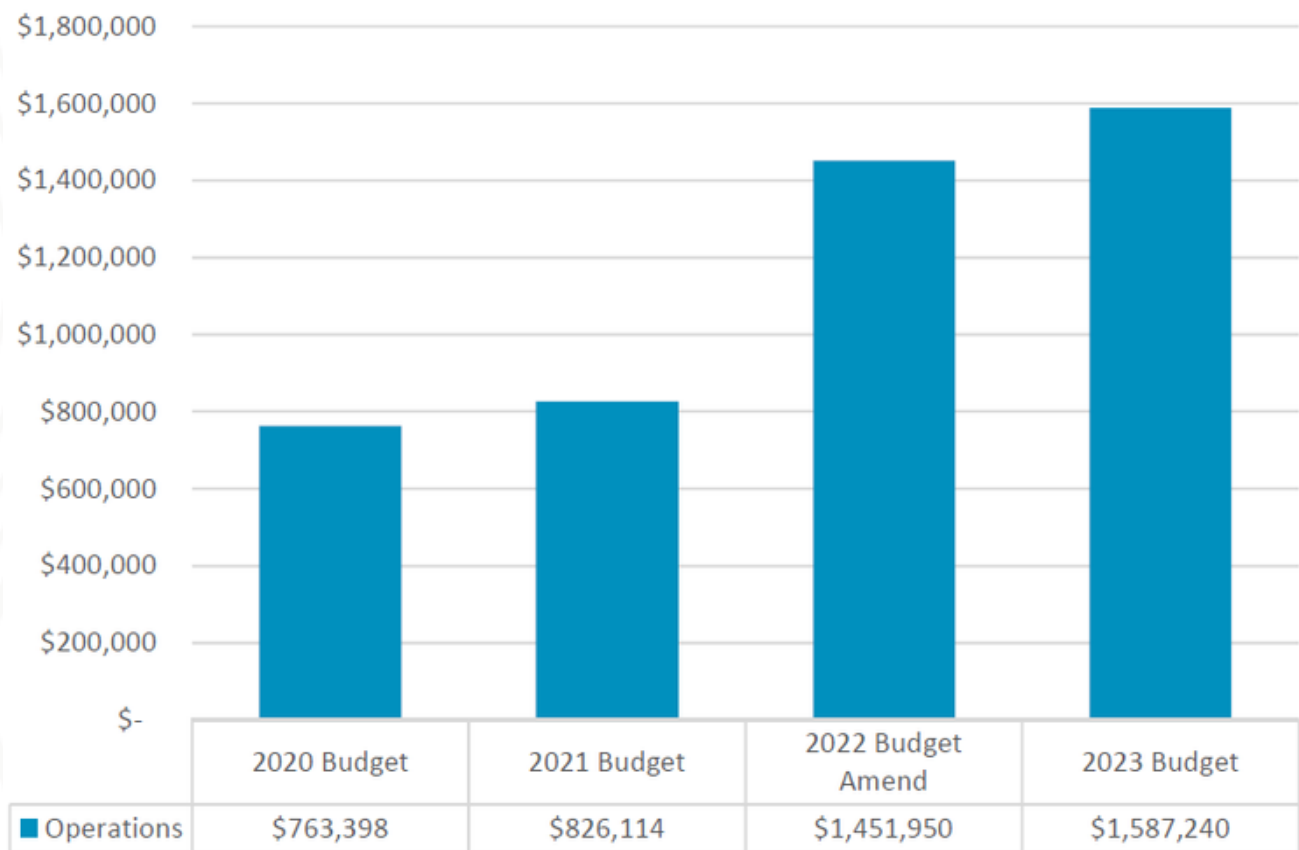


# OPERATIONS

## Staffing and Budget Summary

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	2020 Budgeted FTE	2021 Budgeted FTE	2022 Budgeted FTE	2023 Budgeted FTE
<b>Operations / Finance</b>	3.6	1.7	6	8.9
<b>APP</b>	2.95	5.3	2.79	3.01
<b>Total</b>	6.55	7	8.79	11.91



# TRAILHEAD PROGRAMS

## Core Business

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Trailhead Institute Programs are the public health implementation programs that are core lines of business for Trailhead. Trailhead Programs are dedicated to listening, learning, and growing with communities as they provide capacity-building services tailored to advance the community's or the field's goals and missions. Trailhead has successfully developed and implemented programs across the state and the country and is a trusted partner in work that spans all 64 Colorado counties. Within this broad scale, Trailhead Programs strive to address the needs of our partners, taking into account the uniqueness of each community. Trailhead's extensive experience in public health programs speaks to our expertise in providing excellent customer service, capacity building, and project or program management.

The programs across Trailhead include Workforce Programs & Initiatives, Youth Sexual Health Program and Regional Health Connector Program. The Strategic Programs Team oversees the continued movement and growth of Trailhead Programs through building connection and awareness across programs, drawing upon each program's strength and finding strategic opportunities for cross program collaboration and growth.

## Workforce Programs & Initiatives

Trailhead Institute is the leading, supportive and empowering catalyst that enables communities to make important decisions and enact critical initiatives aimed at delivering healthier futures and more positive environments. Trailhead Institute's Workforce Programs & Initiatives (WPI) activate public and environmental health career entry pathways and innovative workforce sustainability strategies and help develop and advance the evolving public and environmental health workforce. With an approach oriented toward equity and inclusion, WPI efforts engage partners across multiple sectors and interdisciplinary areas that influence public and environmental health. The efforts are focused on reinforcing a healthy workplace and healthy workforce since people power public health.

WPI is leading the following programs and initiatives in Colorado:

### **Colorado Public Health Workforce Collaborative (CPHWC)**

The Colorado Public Health Workforce Collaborative (CPHWC) is an initiative launched by Trailhead Institute convening a partnership of organizations providing structure and support for the field of public health through coordination and collaboration across partners leading workforce initiatives in the state of Colorado.



The collaborative, consisting of 20+ statewide members, has together developed *RESTORE: The Colorado Blueprint for Innovative Workforce Development*, a tool that prioritizes equitable recruitment and retention, career pathways, and actionable data for the future of the public and environmental health workforce. There is more to come on the Blueprint in Spring 2023.

### ***Programmatic Roots***

Trailhead convened CPHWC in April 2020 to support the urgent need to increase the number of people working in the field of public health as contact tracers, case investigators, resource coordinators and several other positions at the onset of the COVID-19 pandemic. As persistent health disparities exacerbated by the pandemic have highlighted the need for the public health workforce to evolve, the work of CPHWC has expanded to strategically envision how the field may leverage increased public awareness and funding from federal, state and local agencies to ensure that Colorado has an experienced, diverse, ample, inclusive, and innovative workforce to address public health challenges for years to come. Additionally, CPHWC seeks to address the widespread, persistent burnout being experienced by public health practitioners and explore policy, funding and structural support needed in order to sustain, retain and accelerate those within the public health workforce.

## **Colorado Public Health Works Program**

Colorado Public Health Works is a groundbreaking AmeriCorps Apprenticeship program providing career entry into the field of public health intended for people ages 17-25 from local communities throughout Colorado. This innovative program marks the first time AmeriCorps has integrated with a registered apprenticeship program in Colorado and is paving new pathways into the field for Colorado's next generation of public health leaders.

Through the Colorado Public Health Works program, AmeriCorps members serve in regions throughout the state and many are simultaneously pursuing certification as a Community Health Worker through a U.S. Department of Labor registered apprenticeship designed to increase the capacity of local public health agencies.

### ***Programmatic Roots***

In 2021, Trailhead began the Community Health Worker (CHW) U.S. Department of Labor registered apprenticeship program in Colorado in partnership with Denver Department of Public Health & Environment (DDPHE), the Patient Navigator Training Collaborative, Arapahoe Community College, and the Office of the Future of Work at the Colorado Department of Labor and Employment.

In April 2022, AmeriCorps and the Centers for Disease Control and Prevention joined forces to launch Public Health AmeriCorps to support the recruitment, training, and development of the next generation of public health leaders who will be ready to respond to the nation's public health needs.

At this time, Trailhead was selected as one of three Colorado grantees, paving the way for Colorado Public Health Works to launch as the first integrated AmeriCorps Apprenticeship program of its kind in the U.S, building on more than a year of planning and program development efforts.

In September 2022, with funding from Schultz Family Foundation, Trailhead began implementation of Colorado Public Health Works (CPHW), a groundbreaking AmeriCorps Apprenticeship program as a volunteer work program providing career entry into the public health field. This innovative program marks one of the first times AmeriCorps has integrated with a registered apprenticeship program in the United States and is paving new pathways into the field for Colorado's next generation of public health leaders.

The AmeriCorps Apprentices will be coordinating Public Health Transformation activities across the state including supporting the annual public health workforce survey, following up with a structured interview to validate the findings and identifying gaps. This work will be coordinated and facilitated by four AmeriCorps members housed at public health supporting agencies: Colorado Department of Public Health and Environment; Colorado Association of Local Public Health Officials; and Colorado Health Institute. These organizations will support the evaluation of the AmeriCorps Apprenticeship program as it fits within the broader context of the Colorado Public Health Workforce Collaborative's efforts to recruit and attract a diverse workforce into public health and equitably develop career and educational pathways including training for those interested in pursuing a career in public health.

## **The Colorado Community Health Worker Training Program**

In Fall 2022, The Health Resources & Services Administration (HRSA) awarded Trailhead Institute, in partnership with Patient Navigation and Community Health Worker Training Program (PNCT) and The Alliance of Colorado Community Health Workers, Patient Navigators and Promotores de Salud (Alliance) nearly \$3 million in funding to support Colorado's community health worker workforce. Trailhead, PNCT and the Alliance are looking forward to establishing partnerships with clinical, educational, and agency partners to host CHW trainees for internships and apprenticeships.

### ***Programmatic Roots***

Community health workers are a vital link between patients and the fragmented health care system, building trust and helping community members overcome barriers to care. Recognizing this important workforce, HRSA has invested \$225.5 million in advancing the public health workforce. Eighty-three grantees as part of the Community Health Worker Training Program, a new multiyear, national program, will support training and apprenticeship programs to support an estimated 13,000 community health workers nationwide, 240 of which will be in Colorado. This workforce includes health outreach workers, patient navigators, peer counselors, and promotores de salud.



Notably, HRSA's significant 3-year investment of federal funds builds on existing workforce development initiatives lead by Trailhead Workforce Programs & Initiatives and partners from the Colorado Public Health Workforce Collaborative who developed and launched Colorado's first blended Community Health Worker Apprenticeship program also registered with the U.S. Department of Labor in April 2021.

## **2022 Accomplishments**

*What we're proud of:*

- Hiring and onboarding two new staff for the Workforce Programs & Initiatives Team: Jennifer Edwards, Director of Workforce Programs and Initiatives and Lyndie Kenlon, AmeriCorps Senior Manager.
- Over 40 inquiries and applications have been received showing interest in the blended apprenticeship program.
- 10 host sites are confirmed to host members serving in community health worker positions.
- Trailhead delivered technical assistance concerning volunteer work programs through two live webinars, enrollment guides, position development, and HR support. This meets requirements of the U.S. Department of Labor Registered Apprenticeship and AmeriCorps standards.
- Two training partnerships are secured to support the community health workers in training and peer learning.
- Engaged a wide variety of partners for workforce development and position recruiting to inform and direct inclusive hiring practices.
- Began the process of translating the blended apprenticeship experience into college credit.

## **2023 Growth Opportunities**

*How we aim to grow:*

- Extend engagement of new priority populations and underrepresented groups in public health career pathways and equitable recruitment and retention efforts.
- Bridge public and environmental health career pathways across high school, college, volunteer work programs, and apprenticeships.
- Articulate public and environmental health career transition points and create a supportive ecosystem for early careerists, volunteer work program participants, and employers.
- Release *RESTORE: The Colorado Blueprint for Innovative Workforce Development*.
- Support action planning for the implementation of strategies across the Blueprint.

## **Regional Health Connector Program**

Built on the idea that a better-connected health system can help to improve the well-being of all people living in Colorado, the Regional Health Connector (RHC) program improves health across the state through an innovative, community-based workforce that is dedicated to connecting primary care, behavioral health, public health, social services and other community organizations.

## ***Programmatic Roots***

Originally formed with funding through the Colorado State Innovation Model (SIM) initiative and the EvidenceNOW Southwest (ENSW) project, the Regional Health Connector Program began in 2015 with two RHCs serving the Denver metro region and soon reached full force in 2017, scaling its operations to host RHCs in each of Colorado's 21 designated health regions.

Following the end of the SIM and ENSW grant funding in June of 2019, the Regional Health Connector program has successfully continued with decreased funding through the University of Colorado Anschutz Medical Campus. With scaled down funding, RHCs' roles have shifted to part-time capacity beginning in January of 2020. As the impacts of the pandemic increased across the state in spring of 2020, the foundational strength of the Regional Health Connector workforce became increasingly evident. RHCs not only continued their critical role in developing and maintaining connections across sectors, but quickly shifted their work to support local COVID-19 response efforts - all while navigating a changing landscape for healthcare and service provision and addressing increased social needs to serve regional partners and community members during a time of emergency.

In 2021, the program received funding through Colorado Senate Bill 137 to improve behavioral and mental healthcare systems. Each RHC conducted a local needs assessment of their Region by analyzing national, state, and local data to identify priority gaps in behavioral and mental health services. Based on this data, the RHCs proposed projects intended to address these priority gaps and improve health equity using local knowledge, services, and assets. 2022 marks the sixth year of statewide operation for the RHC program, which continues to respond to local health needs and priorities through local priority projects and new behavioral health funding.

## **2022 Accomplishments**

*What we're proud of:*

- In May 2022, RHCs were recognized in testimony at the state legislature as a resource and assets in community in Colorado by healthcare providers, community, and local leaders.
- Held an in person retreat with RHCs, which has not happened since 2019.
- Presentations galore about the RHC work! Public Health in the Rockies, Convening Across Sectors for Health Equity and Wellness (CASCHEW), Office of Medicaid and Medicare Regional Visit, RHC 101 presentations, and other partner organizations requests.
- The Behavioral Health Recovery Act (BHRA) Projects ended in August 2022 and had incredible results with future impact, including:
  - Over 90% of projects are continuing on after BHRA funding ends
  - 2 out of 3 of projects sought outside funding, and out of this group, over half were awarded funding
  - Over \$854,360 in funding was catalyzed by and awarded to BHRA projects
- Gillian was honored with Colorado Public Health Association's 2022 Public Health Champ Award at Public Health in the Rockies.

- Tess and Hannah published multiple stories of impact about the RHC work on the website.
- While not ideal, the RHC Program is only able to fund RHCs part-time. We're proud of the flexibility of host organizations and the program to have nearly every Region host at least one RHC, many of whom have been creative and intentional in securing (or working to secure) full-time funding.
- As of November 1, 2022 there are 26 RHCs spanning 19 regions; many are sharing the role and we're excited to see how this model works.

## **2023 Growth Opportunities**

*How we aim to grow:*

- The program continues to seek long term, sustainable funding that would provide full time support for the RHCs and program staff. We hope to put together a blended and braided model of funding with support for our partners at Colorado Health Institute, CU Anschutz' Department of Family Medicine, and RHC host organizations.
- Continue publishing stories of impact about the RHC work.
- We hope to have all 21 host organizations, all with at least one RHC in place in 2023.
- RHC Program Staff have supported their University partners with writing two academic manuscripts (one related to RHC's response to COVID-19 and the other related to RHC's role in supporting health-related social needs), which we hope to share with Trailhead Staff and Board Members if/when accepted for publication.

## **Youth Sexual Health Program**

Trailhead's Youth Sexual Health Program supports organizations, collaboratives, communities and school districts in increasing access to comprehensive sexual health education and resources for young people using an approach that is collaborative and community-driven. The program operates and implements programming based on the belief that every young person has the right to receive medically accurate information so that they are empowered to make informed decisions about their own sexual health.

Through this work, Trailhead's goal is to become a trusted, centralized, multi-sector, go-to resource for youth sexual health, education, and resources across Colorado as a way to connect initiatives, dismantle silos and build seamless synergy across health topics.

### ***Programmatic Roots***

In 2018, Trailhead integrated the Youth Sexual Health Program formerly housed at Colorado Youth Matter (CYM) into its larger scope of work after CYM announced it would be closing its doors in December of 2017. Trailhead began this integration process by initiating a comprehensive, multi-sector environmental scan in January of 2018 that engaged stakeholders, organizations and young people most connected to and impacted by the youth sexual health field.

This scan determined how to move the work forward in Colorado, identifying numerous priorities for Trailhead. These priorities included:

- Advancing statewide access to comprehensive sex ed program implementation.
- Ensuring statewide coordination and partnership building among clinical and community providers engaged in youth sexual health education and care provision.
- Developing a centralized repository of youth sexual health resources and clinical and community services available across the state.
- Advancing integrated and authentic youth engagement.
- Advocating for and securing long-term, multi-year funding.

## **2022 Accomplishments**

*What we're proud of:*

- The implementation of youth-created and facilitated Pleasure Artshops that centered the voices and experiences of youth's sexual health experiences through artwork.
- The forthcoming release of the reimagined State of Adolescent Sexual Health (SASH) report.
- Expanding the Youth Sexual Health Program team with the welcoming of Ocean Candler as the program's new Senior Coordinator.
- The convening of the Youth Sexual Health Program Board (YSHPB) whose multi-sector, anti-oppressive recommendations are expanding the horizon of possibilities for youth sexual health education and care in Colorado.

## **2023 Growth Opportunities**

*How we aim to grow:*

- Exploring new partnerships and collaboration to implement the YSHPB recommendations.
- Exploring potential funding partnerships that emphasize youth voice and experience.
- Expanding how we center and engage young people to include hiring young people to support the Youth Sexual Health Program.





# TRAILHEAD PROJECTS

## Core Business

*Colorado Clinical & Translational Sciences Institute (CCTSI), Community Engagement Research Alliance (CEAL) Against COVID-19 Disparities, Research, Engagement and Action on COVID-19 Health Outcomes via Testing (REACH-OUT), and Disparities Elimination through Coordinated Interventions to Prevent and Control Heart and Lung Disease Risk (DECIPHeR)*

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The projects at Trailhead is work that includes program and project management as well as aspects of administrative support. The work is contract based and driven by the goals of external partners and organizations. Currently, all Trailhead projects are in partnership with the University of Colorado. These include the projects outlined below.

### ***Programmatic Roots***

The Projects at Trailhead have been some of the longest standing work at Trailhead. They span the skills and expertise of Trailhead as an expert in administrative excellence, program management and capacity building. These projects started with the Colorado Clinical & Translational Sciences Institute (CCTSI) which launched in 2008 with CTSA grant funding from the National Institute of Health (NIH) to help build research teams of the future, speed the development of new treatments and improve human health. Since its launch, CCTSI has received substantial financial support from universities and partner hospitals in addition to receiving two NIH grant renewals in 2013 and 2018 with a planned 7-year renewal in 2023.

Each year, CCTSI awards nearly \$3 million in pilot grants and training awards and has funded over 436 pilot research projects to-date that span the spectrum of basic science through community-based research.

The CEAL and DECIPHER projects are both new in 2021 as well as REACH-OUT in 2022. These projects are establishing roots, and we know they will lead to sustainable growth.

## **The Colorado Clinical and Translational Sciences Institute (CCTSI)**

The Colorado Clinical and Translational Sciences Institute (CCTSI) is a collaborative enterprise involving Colorado universities, research organizations, health care organizations, and multiple community organizations. Together, these organizations seek to translate research discoveries into improved patient care and public health more quickly within our communities—with the ultimate goal of reducing health disparities in the Rocky Mountain region.

Recognizing the crucial role of community engagement in these endeavors, the Community Engagement Core of CCTSI was created to transform the existing community research processes and infrastructure using community-based participatory research principles while growing community-academic partnerships. A dynamic Partnership of Academicians and Communities for Translation (PACT) guides the work of the Community Engagement Core while enabling a more collaborative exchange between communities and academic programs.

Trailhead manages all the funds that are going into the community for this program and oversees a Community Research Liaison (CRL) Program and a Pilot Grants program. Within the Pilot Grants program, Trailhead oversees and reviews the Requests for Applications (RFA) process and serves to alleviate administrative burdens on the university system to better serve community partners. Trailhead continues to bridge the Regional Health Connector Program and CRL program through relationship building with CCTSI staff and presentations at each program's meetings.

## **Community Engagement Research Alliance (CEAL) Against COVID-19 Disparities**

Community Engagement Research Alliance (CEAL) Against COVID-19 Disparities builds on the long-term success of CCTSI in partnership with the University of Colorado clinical trials infrastructures in such a way that our ability to reach Colorado's most vulnerable populations with COVID-19 vaccines, testing and therapeutics is enhanced. The work of the partnership brings together a Health Equity – Dissemination/Implementation (EQ-DI) framework to clinical and translational research. The research questions center around understanding what misinformation communities are receiving and how community-driven messaging can change vaccine uptake in those communities. In order to achieve our goals and answer these questions, the research team and Trailhead partnered with five of Colorado's most disproportionately impacted racial/ethnic communities (urban Hispanic/LatinX; urban Black/African American; urban American Indian/Alaska Native; rural Hispanic/LatinX; rural Black/African American). In each community we have worked with community connected and data collectors to recruit a cohort of 200 people per community survey in order to inform our understanding of COVID-19 misinformation, vaccine barriers and hesitancy and attitudes about COVID-19 trials and therapeutics. The research team has intervened with proven Boot Camp Translation methods, now adapted for translation of rapidly evolving science, to translate information about COVID-19 vaccines and therapeutics into culturally sensitive messaging and materials, using trusted community partners as communication channels for these messages and materials on COVID-19 vaccines, their safety and efficacy.

To date, the project has completed the first round of surveys and all Boot Camp Translation events have launched, with several making big strides in building effective messages. Trailhead has been key in ensuring all people who are collecting data, taking surveys, participating in Boot Camp and facilitating the processes are paid and engaged.

# Research, Engagement and Action on COVID-19 Health Outcomes via Testing (REACH-OUT)

The goal of Research, Engagement and Action on COVID-19 Health Outcomes via Testing (REACH-OUT) is to improve the reach, uptake and sustainability of COVID-19 testing among four underserved and socially- or medically-vulnerable populations via a community-based, participatory action research approach. This project has built off of the work of both CCTSI and CEAL in the specific area of COVID testing hesitation.

## Disparities Elimination through Coordinated Interventions to Prevent and Control Heart and Lung Disease Risk (DECIPHER)

Disparities Elimination through Coordinated Interventions to Prevent and Control Heart and Lung Disease Risk (DECIPHER) was a new project and partnership for Trailhead in 2021. DECIPHER is an initiative to address health disparities in diverse Colorado communities through community, school and health sector engagement. The overarching goal is to help disadvantaged kids with uncontrolled asthma breathe better. Holly Coleman has supported the research team to connect with communities across Colorado and help the research team to think through how the structure that is set up in the start of this project can support long term sustainability for the project. In 2022, Hannah Groves was brought on board to support the DECIPHER Project. This included support with contracting Organizers/School Liaisons (also known as Data Collectors) and helping think through sustainable models and integration with other programs, such as the Regional Health Connectors. We look forward to seeing how we can support the growth and movement of this project in Colorado's communities.

### 2022 Accomplishments

*What we're proud of:*

- Adding a program manager, Hannah Groves, and projects manager, Yuliza Hernandez, to support these projects. Hannah and Yuliza have been incredible assets to ensuring that community is centered in these projects every step of the way.
- Helped recruit three locally-embedded contractors to serve as Organizers/School Liaisons; these contractors will help the DECIPHER team collect critical data to integrate the Stop Asthma Attacks program into local schools.
- Adding a Community Networker to REACH-OUT to support the community connectors and data collectors.



## 2023 Growth Opportunities

*How we aim to grow:*

- Connections and overlap with Regional Health Connector program are being explored across all projects.
- In DECIPHER, the work and insights of the Organizers/School Liaisons will inform future positions called Asthma Navigators, who will support students with asthma and their families with health navigation and social needs resources.
  - Many of the existing Organizers/School Liaisons will transition to being Asthma Navigators.
- Getting REACH-OUT built up with contractors to support surveys to the respective communities they serve.

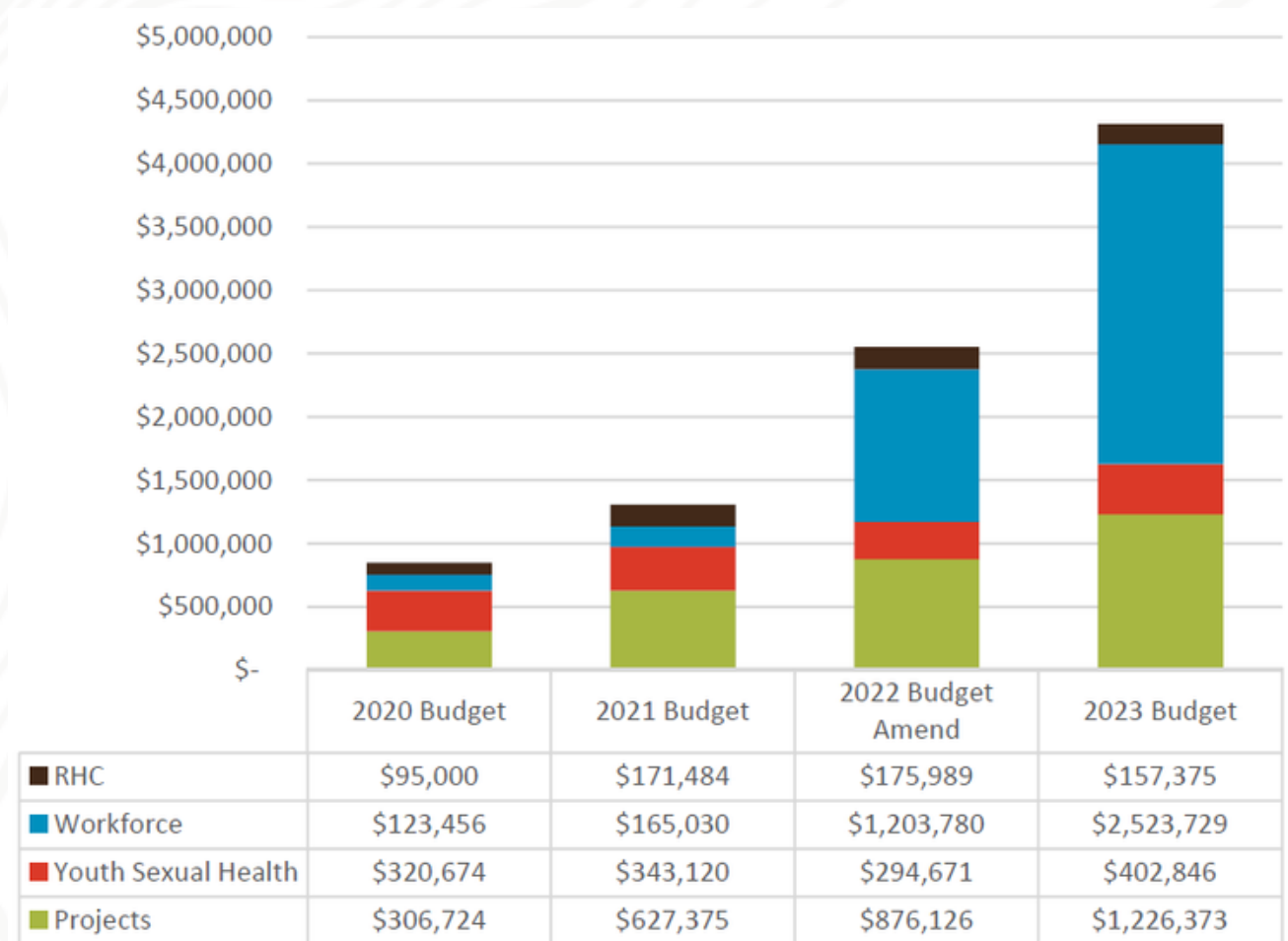




# PROGRAMS

## Staffing and Budget Summary

2020 Budgeted FTE	2021 Budgeted FTE	2022 Budgeted FTE	2023 Budgeted FTE
4.45	6	10.83	12.22



# TRAILHEAD ADMINISTRATIVE PARTNERSHIPS

## Core Business

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Trailhead leverages its expertise in community engagement and administration to increase the capacity of communities and community-based organizations (CBOs) to secure, manage, and administer funding so that these organizations can serve their community in the ways that work best for them.

Through the [Administrative Partnership Program](#), Trailhead serves as a flexible and strategic administrative partner, providing fiscal sponsorship and operations support to individuals, organizations, and collaboratives. Partners may be unincorporated entities, a 501(c)(3), or an LLC in need of an administrative partner, with or without funding in hand, on a specific grant or project. Trailhead's approach allows Administrative Partners to leverage Trailhead's back office services while maintaining full control over their projects.

Managing the fiscal and administrative responsibilities of a public health initiative can be a complex and time-consuming burden that diverts precious staff and resources away from an organization's core efforts and objectives. By investing time, energy, and passion into partnerships from the early stages, Trailhead helps build skills to expand long-term administrative capacity and strategic planning.

Trailhead is currently focused on addressing the stark disparity between communities, CBOs, and larger academically and professionally seasoned organizations, particularly in their ability to independently secure, manage, and administer large grant funds. This inequity results in a decreased capacity for communities and CBOs to implement innovative, community-informed programs designed specifically to address each communities' unique needs.

### ***Programmatic Roots***

Trailhead was founded in 1993 as the Colorado Foundation for Public Health and the Environment to meet a need for fiscal management of funds coming from state government and out into communities. Though it would not be until 2017 that the fiscal sponsorship arm within Trailhead would be officially coined as the Administrative Partnership Program, administrative partnership has served as Trailhead's flagship offering since the organization's inception, going above and beyond traditional fiscal sponsorship by investing time and resources into start-ups and projects with incredible promise for transforming community health, whether or not they have existing funding, in order to provide them with an opportunity to grow and flourish.

## 2022 Accomplishments

*What we're proud of:*

- Updating our promotional materials to accurately reflect where we are.
- Developing and expanding cross collaborations between partners, as well as within our programs.
- Relaunching our platform, [APP150](#), and implementing multiple system improvements and evaluation of our systems.
- Growth of APP core and affiliate staff.
- Successfully graduated Partners, and brought on five new partners.
- Growth within Partner's operations, outreach, and programming.
- Trailhead's award of a subgrant with NNPHI to advance administrative equity.
  - Through the health equity technical assistance subgrant, Trailhead will provide technical assistance to local and state health department recipients of the federal [Strengthening Public Health Systems and Services Through National Partnerships to Improve and Protect the Nation's Health](#) award.

## 2023 Growth Opportunities

*How we aim to grow:*

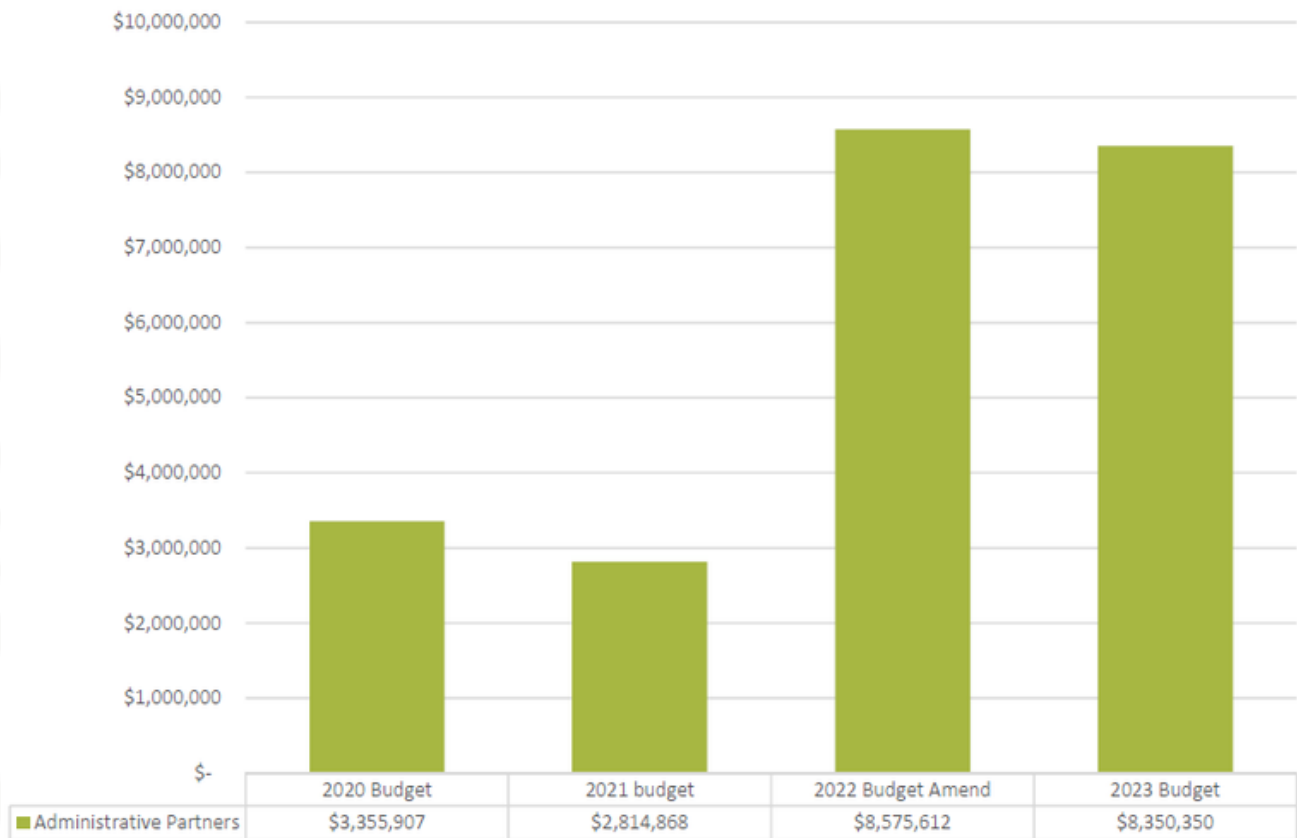
- More active prospecting and recruitment of partners, instead of waiting and receiving applications passively.
- Continued smart growth when we take on partners.
- Creating intentional spaces for partners to connect, inviting Trailhead programs.
- Exploring Model D fiscal sponsorship.
- Facilitating stronger equity among partners.
- Implementing informational teaching webinars.
- Facilitate more outreach to other organizations that are supporting non-profits, resource building/sharing for partners.
- Exploring more grant opportunities for infrastructure development/general operations.
- Through our work with NNPHI, Trailhead will share, support, and co-develop best practices around administrative equity with other TA providers, including public health institutes across the country.



# ADMINISTRATIVE PARTNERSHIPS

## Staffing and Budget Summary

	2020 Budgeted FTE	2021 Budgeted FTE	2022 Budgeted FTE	2023 Budgeted FTE
<b>APP Trailhead Staff</b> (salaries reflected in Operations budget)	2.95	5.3	2.79	3.01
<b>Affiliate Employees</b>	7	10	18.14	17.02





# With Gratitude

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People are at the heart of the work, impact, and growth reflected within this report. It is through the originality, passion, wisdom, and commitment of Trailhead's staff and Board members that our organization is able to evolve and prosper as we work with partners and communities to ensure that all people living in Colorado have the opportunity to be healthy. We are grateful to journey alongside one another in our work this year:

**Adrienne Gomez**, Senior Program Manager  
**Andrew Stricker**, Finance Manager  
**Benjamin Robb**, Director of Projects & Partnerships  
**Gabe Rodriguez**, Senior Project Manager  
**Gillian Grant**, Senior Program Manager  
**Hannah Groves**, Program Manager  
**Holly Coleman**, Director of Community Engagement & Philanthropy  
**Ida Nelson**, Finance Manager  
**Jennifer Edwards**, Director of Workforce Programs & Initiatives  
**Juan Carlos Machuca**, Finance Manager  
**Kristy Beachy-Quick**, Senior Project & Strategies Manager  
**Lisa Olcese**, Director of People & Strategic Initiatives  
**Lyndie Kenlon**, AmeriCorps Senior Program Manager  
**Natalie Finke**, Bookkeeper  
**Ocean Candler**, Youth Sexual Health Senior Coordinator  
**Sara Scarim**, Operations Manager  
**Sarah Lampe**, President & Executive Director  
**Tess Burick**, Communications Manager  
**Tyler Shirey**, Director of Finance  
**Yuliza Hernandez**, Projects Manager

## Trailhead's Board of Directors

<b>Bruno Sobral</b> , Board Member	<b>Meghan Guevara</b> , Board Secretary
<b>Erica Snow</b> , Board Member	<b>Melanie Zeitler</b> , Board Member
<b>Jana Persky</b> , Board Member	<b>Susan Perrigo</b> , Board Treasurer
<b>Jon Samet</b> , Board Vice Chair	<b>Tom Butts</b> , Board Chair
<b>Lauren Gearhart</b> , Board Member	<b>Tom Gonzales</b> , Board Member
<b>Mary Davis</b> , Board Member	



A vertical photograph on the left side of the page shows a dirt trail winding through a grassy mountain landscape. In the background, a rainbow is visible through a cloudy sky.

# With Gratitude to Our Affiliate Staff

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Our team is also comprised of affiliate staff who work on their own distinct programs and projects supporting communities across Colorado. While not specifically reflected in this Annual Report, we recognize the impactful work of:

## The Colorado Blueprint to End Hunger

**Dana Wood**, Community Investment Manager

**Dolores Ramirez**, Vision Director

**Greta Allen**, Policy Manager

**Joël McClurg**, Integration Director

**Justice Onwordi**, Impact Manager

**Leticia Macias**, Executive Assistant

## Colorado Cancer Coalition

**Christi Cahill**, Executive Director

## Colorado Equitable Economic Mobility Initiative

**Roger Low**, CEO & Founder

## Jefferson County Food Policy Council

**Hallie Nelson**, Director

**Javier Alvarado Vega**, Community Organizer

## Morgan County Interagency Group

**Elaine Horton**, Coordinator

**Vanessa Castellon**, Family Support Partner

## North Central Regional Healthcare Coalition

**Michelle Deland**, Executive Director

**Chelsie Burdick**, Readiness and Response Coordinator

## Northeast Region Health Care Coalition

**Jobeth Hawkins**, Readiness and Response Coordinator