



Confidential Candidate Profile  
**Cassius Lockett**



**District Health Officer**

November 2020

Southern Nevada Health District Board of Health,

I am writing this executive summary to present myself as a candidate for the District Health Officer position with the Southern Nevada Health District (SNHD). Annually SNHD is responsible for monitoring the health of 40 million tourists and 2 million residents. My significant exposure to various aspects of public health has equipped me with the critical, technical and creative abilities to provide principle-based leadership in the current SNHD ecosystem. As a result, I am extremely excited about this opportunity and suggest that my ability to lead by example promoting dignity and respect, servant leadership style, passion for SNHD and interest and experience in quality improvement will help align and prioritize direct and indirect services in collaboration with community partners in communities with the highest needs.

During my employment with SNHD we drafted the current mission which is to assess, protect, and promote the health, the environment and the well being of Southern Nevada communities, residents and visitors. To fulfill this mission, together with my management team at SNHD we developed operational strategic plans. The idea was for each operational strategic plan to roll up to the SNHD overall strategic plan. Elements of the current plan provides SNHD with an opportunity to increase access to primary care, reduce chronic disease and maternal child health disparities, reduce unintentional injuries, address the social determinants of health that lead to poor health outcomes and advocate for increasing public health funding.

Over the past twenty years my public health professional and administrative experience has given me the knowledge to administer the functions of the five Divisions and operationalize the SNHD strategic plan. My current experience as the Director of Public Health Policy and Planning (PHPP) for San Mateo County includes overseeing a budget over \$35 million and managing over 150 full-time employees in a large complex environment. The position is also responsible for allocating an additional \$33 million dollars annually from the Whole Person Care program. As the co-lead for the COVID-19 response in collaboration with the Health Officer I am responsible for managing an additional workforce of over 110 case investigators and contact tracers.

My professional demeanor, writing and presentation skills and interest in solving problems to root has afforded me to build collaborations with various partners. Together we have increased vaccination rates amongst the homeless population,

## CASSIUS LOCKETT – EXECUTIVE SUMMARY

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developed of a transgender clinic, enhanced surveillance and laboratory capacity, increased federal grant funding, adopted policies that created up to 66 smoke free multi-housing units and implemented the Perinatal Periods of Risk (PPOR) approach to reduce the black/white gap in infant mortality.

My current interest includes increasing access to care (vulnerable populations and the homeless), developing interventions with partners to reduce chronic disease and maternal child health racial disparities, increasing public health funding, creating a healthy economy for essential workers, improving service delivery for complex clients with mental health and substance use disorders and providing critical vaccinations and urgent care to vulnerable residents and their pets.

It would be a great honor and a privilege to have an opportunity again to serve long-term the residents, tourists and employees of the SNHD. Together I am confident we can improve the environment and optimize the delivery of public health services.

Enclosed for your review please find my resume for your consideration. During work hours I can be reached at (XXX) XXX-XXXX anytime.

Sincerely,

Cassius Lockett, PhD

# Background Summary

## Candidate

**Cassius Lockett**  
San Mateo, CA

### Education:

**University of California, Davis**  
PhD, Nutrition  
MS, Nutritional Sciences  
BA, Dietetics

**Oregon Health Sciences University,  
Portland**  
Graduate Certificate, Clinical Informatics

## Experience

**San Mateo County Health (2016 to Present)**  
•Director, Public Health Policy & Planning

**Southern Nevada Health District (2014 to 2016)**  
•Director of Community Health

**Sacramento County (2001 to 2014)**  
•Epidemiology Program Manager

**Walden University (2006 to 2015)**  
•Contributing Faculty

**California Department of Health Care Service (2001 to 2001)**  
•Research Scientist

**Centers for Disease Control, Michigan Department of  
Community Health-Lansing (1999 to 2001)**  
•Epidemic Intelligence Service (EIS) Officer

**University of New Mexico (1997 to 1998)**  
•Supervising Team Leader (Nigeria)



## OFFICE LOCATION:

## EDUCATION:

|   |                  |
|---|------------------|
| <b>University of California, Davis</b> <ul style="list-style-type: none"><li>• PhD: Nutrition with a minor in Epidemiology.</li></ul>         | <b>June 1999</b> |
| <b>University of California, Davis</b> <ul style="list-style-type: none"><li>• MS: Nutritional Science</li></ul>                              | <b>June 1996</b> |
| <b>University of California, Davis</b> <ul style="list-style-type: none"><li>• BA: Dietetics</li></ul>  | <b>June 1994</b> |
| <b>Oregon Health Sciences University, Portland</b> <ul style="list-style-type: none"><li>• Certificate Degree: Clinical Informatics</li></ul> | <b>June 2013</b> |

## CERTIFICATIONS:

**Epidemic Intelligence Service Officer Certificate**, (Centers for Disease Control and Prevention, Epidemiology Program Office, Atlanta, GA), 2001.

**Certificate in Biomedical Informatics** with specialization in Public Health Informatics, American Medical Informatics Association 10x10 Certificate (Department of Medical Informatics and Clinical Epidemiology, Oregon Health Sciences University, School of Medicine), 2008.

## EXPERIENCE:

**Director, Public Health Policy & Planning, San Mateo County Health, 02/2016 to Present**

The Director of Public Health, Policy and Planning (PHPP) is a single classification responsible for advocating for strategies, programs and policies that ensure all San Mateo County residents have the opportunity to live longer and healthier lives. The Director of Public Health leads the San Mateo County Health Systems work to protect the public's health to ensure:

- The protection of the community from communicable diseases
- The delivery of clinical services to the County's most vulnerable residents
- Advancement of policy solutions that prevent chronic diseases, injury, substance use, end homelessness and address health inequities



The San Mateo County Health has 14 Divisions with over 2,200 employees and a \$800 million-dollar budget. Divisions include correctional health services, health administration, the LEAP institute, Aging and Adult Services, the San Mateo Medical Center, Emergency Medical Services, Behavioral Health and Recovery Services, Health Information Technology, Family Health Services, Environmental Health Services and PPHP. The PPHP Director works across all Divisions. The director is responsible for all aspects of public health programs for San Mateo County Health, including but not limited to public health clinics, communicable disease control, epidemiology, chronic disease prevention, vital records, animal control and licensing and the public health lab. In addition, the position is fully responsible for a stationary FQHC HIV clinic, a full-service mobile clinic and a street and field medicine team, the bridges to wellness care navigation service team, a transgender clinic, a sexually transmitted disease clinic, an infectious disease clinic and a tuberculosis clinic. Our mobile clinic provides primary care and urgent care services, immunizations, TB testing, harm reduction services and family planning. The position also oversees the health policy and planning unit responsible for the advancement of policy solutions using a racial health equity lens to prevent chronic diseases and injury.

Reporting to the Deputy Chief of County Health in collaboration with the Health Officer, the Director oversees a budget of more than \$38 million, and exercises direct and indirect supervision over 150 managerial, clinical, professional, technical and clerical staff. The Director also allocates over \$33 million to Health System divisions to administer the 2020 Whole Person Care waiver to Correctional Health Services, Health Information Technology, Behavioral Health Services, Health Plan of San Mateo, the Human Services Agency and the San Mateo Medical Center. The objective of the waiver is to integrate the health system to optimize services for San Mateo County complex clients that utilize the emergency department more than 4 times annually who are primarily homeless with high behavioral health and primary care needs with co-occurring disorders. The Director in collaboration with the executive leadership team also contributes to overall department policy development, staff engagement, improvement efforts and a department culture of coaching, transparency and continual learning.

### **Director of Community Health, Southern Nevada Health District 4/2014 to 2/2016**

During my employment with the Southern Nevada Health District (SNHD) had over 490 full time equivalents with an annual budget of over 60 million. SNHD consisted of four Divisions including Administration, Clinical Services, Community Health and Environmental Health. The Community Health Division included over 120 full time equivalents with an annual budget of 18 million. The Director of Community Health for SNHD was responsible for the development and implementation of public health policy consistent with the mission and overall goals of SNHD. The Director of Community Health lead and directed the protection, promotion and improvement of the health of all residents. This included monitoring the health of over 2.1 million residents and 40 million visitors annually.



The Director of Community Health oversaw the Office of Vital Statistics that coordinated with Clark County Coroner Services regarding the registration of Coroner cases, legal statutes, registration technology and policies and procedures. Further, the position assumed responsibility for the Office of Epidemiology, the Office of Chronic Disease Prevention & Health Promotion, Informatics, Office of Public Health Preparedness, Office of Emergency Medical Services and Trauma System, Office of Disease Surveillance and Southern Nevada Public Health Laboratory. Other responsibilities included but were not limited to collaborating with community partners (public and private) and representing SNHD when meeting with boards and commissions, elected officials and outside agencies.

The Director of Community Health enforced laws, provided strategic leadership, developed policies and assessed the communities health through data and surveillance. I was also responsible for improving direct delivery of public health services, changing the built environment via policy, systems and environmental change, creating public health accreditation products, quality improvement and supervising a highly competent management team.

A total of eight Managers assisted the director with developing the Division budget. Salaries, fringe, overhead, indirect costs, depreciation and general funds were distributed by the Finance Department. Managers met monthly with the Director and administrative analyst to monitor grant encumbrances and expenditures. Carryover funds and redirect request were monitored through bi-weekly meetings. Last, we collaborated to develop operational strategic plans that included short-term, intermediate and long-term goals and objectives that were updated and evaluated annually.

## **Epidemiology Program Manager, Sacramento County, CA      11/2001 to 3/2014**

The Sacramento County Health and Human Services agency has several Divisions including but not limited to the Primary Care Division, Public Health Division, Mental Health Division and Clinical Services Division. The Epidemiology Program Manager is a single classification position in the Division of Public Health that functions as the arm of the Health Officer and Deputy Director of the Public Health Division. The position was primarily responsibility for Epidemiology Services which includes the epidemiology unit , communicable disease control and vital records unit. As the chief of epidemiology services the position was responsible for planning, coordinating and managing the County's epidemiology and disease surveillance activities including but not limited to HIV/AIDS surveillance, Tuberculosis Report for Verified Cases of Tuberculosis, Web-based communicable disease surveillance, electronic laboratory reporting, early event detection, sexually transmitted disease surveillance, Maternal and Child Health surveillance activities, developing Chronic disease and injury surveillance infrastructure, registration of vital events, government and scientific publications and epidemiological



outbreak investigations. The position was also responsible for coordinating joint activities and acted as the liaison for the County Health Officer within the organization, interdisciplinary teams and community organizations (March of Dimes, Child Death Review Team, Fetal Infant Mortality Review Team, etc.). Typical assignments included determining patterns of disease and general health conditions in the community; performing and/or participating in the conduct of more difficult epidemiological studies (case control or cohort studies related to outbreaks); presenting a variety of topics while representing the County Health Officer at a variety of commissions and policy groups including the Board of Supervisors, and performing a variety of management, supervisory, and administrative duties related to the program including but not limited to monitoring contracts and budgets, writing grants and representing the Division of Public Health when interacting with interdisciplinary and community groups, public health advisory board, local agencies, government and businesses.

The epidemiology budget was comprised of County general funds, federal funds, discretionary funds, matching funds and mandated State funding. The HIV/AIDS surveillance budget was approximately \$220,000 and was comprised of mandated State funding. The vital records unit was a self-supporting mandated program with an operating budget of approximately 1.4 million dollars. The BioSense 2.0 program started in October of 2012 via a competitive grant award with approximately 34 awardees in the United States. The grant was authored by the epidemiology program manager. As the only grant recipient in California, Sacramento County expanded BioSense 2.0 regionally within Northern California. This program award was approximately \$240,000 annually.

## **Contributing Faculty, Walden University, Minneapolis, MN      12/2006 to 8/2015**

As contributing faculty taught a variety of courses in the School of Public Health including but not limited to principles of epidemiology, health informatics, public health informatics, infectious disease and community health. Responsible for mentoring over 30 students pursuing master and doctoral degrees in public health and epidemiology. Served routinely on thesis and doctoral committees.

## **Research Scientist (Supervising Environmental Epidemiologist), California Department of Health Care Services, Sacramento, CA      6/2001 to 11/2001**

Supervisory and lead responsibility for the data and research evaluation unit (DARE UNIT) within the program support section for the California Children Medical Services program. Developed and directed research methods and developed survey methods regarding attitudinal and motivational factors in the children with special health care needs (CSHCN) population. Analyzed and interpreted surveillance data, prepared state reports, served as research consultant on projects with county health departments and assist counties in building child health capacity. Performed a variety of administrative





and supervisory task related to the evaluation process. Programs that were evaluated included, California Children's Services, Medical Therapy Units, Child Health and Disability Prevention program, Health Passport, and the Genetic Disease program. Additional assignments included performing and/or participating in the conduct of more difficult epidemiological studies; and performing a variety of management, supervisory, and administrative duties related to the program including but not limited to monitoring contracts, budgets and writing grants.

## **Epidemic Intelligence Service (EIS) Officer, Centers for Disease Control, Michigan Department of Community Health-Lansing, Michigan-06/1999 to 6/2001**

Lead and supervised field investigations that required a serious public health response. Designed, conducted and interpreted, epidemiological analysis of new and existing databases. Designed, analyzed and implemented public health surveillance systems. Wrote scientific manuscripts, prepared written and verbal reports within the bureau of epidemiology and national scientific community and responded to written or oral public health inquiries. Further, during EIS I supervised student interns, graduate students and preventative medicine fellows and epidemiologists. Acted as a communicable disease outbreak consultant for Michigan Counties. Required to collaborate with multidisciplinary groups and a variety of organizations including but not limited to the Michigan Public Health Institute, March of Dimes, American College of Obstetrics and Gynecologist, City of Detroit, Department of Health, University of Michigan and Michigan State University.

## **Supervising Team Leader (Nigeria), University of New Mexico, School of Medicine, Fogarty Grant. 03/1997 to 6/1998**

Provided lead supervision over a team of 4 medical students, and completion of two Epidemiological Longitudinal studies in the Department of Obstetrics and Pediatrics at the University of Maiduguri Teaching Hospital in Maiduguri, Nigeria. Primary duties were to investigate the correlation between bioelectrical impedance and urinary lysosomal enzymes in children with a body mass index below twelve. Analysis was conducted upon return. Participation in dissertation field research "Consequences of Food-Related Drought During Famine. Chemical Composition of Edible Wild Plants and Consumption frequency among at Risk Groups in Rural, Northeast Nigeria".

## **Clinical Diet Technician, Woodland Memorial Hospital, Woodland, CA 1/1996 to 2/1997**

Planned daily menus and clinical diets for breakfast, lunch and dinner, held patient consultations at bedside, performed nutritional assessments for new admits, recommended and recorded proper patient diets to physicians, created SOAP notes and continuously updated patient medical charts.



## ACCOMPLISHMENTS:

- San Mateo County Health
  - Built new animal shelter and winner of Silicon Valley Bicycle Award safe routes to school equity analysis - <https://bikesiliconvalley.org/2018/08/2018-bike-summit-award-project-of-the-year-get-healthy-smc>.
- Southern Nevada Health District
  - Created data dashboard. Awarded \$2.6 million annually from the Centers for Disease Control (CDC) over a three-year period to address tobacco use and exposure, poor nutrition, physical inactivity and lack of access to chronic disease prevention, risk reduction and management opportunities in Clark County, Nevada.
- Sacramento County
  - Created local web-based disease surveillance system, adopted by the State of California. Co-authored \$9 million-dollar home visitation grant. Implemented the perinatal periods of risk approach used to reduce infant mortality and child deaths.
- Walden University
  - Received extraordinary faculty award and best doctoral dissertation award using the Perinatal Periods of Risk approach.
- Centers for Disease Control and Prevention
  - In 1999, evaluated and redesigned the Michigan Maternal Mortality Surveillance System to reduce the largest maternal mortality racial disparity in the United States. Contributed to the removal of the Rota shield vaccine from store shelves due to an association of the vaccine with intussusception and death amongst infants.

## SAMPLE PRESENTATIONS:

- COVID-19 Town hall meeting. March 4, 2020, 6:15 pm. <https://vekeo.com/event/rep-speier-51140/>
- San Mateo County, Community Health Needs Assessment, Silicon Valley Central Chamber of Commerce. Belmont, CA, May 12, 2017.
- Overview of Communicable Disease Control and Zika, San Mateo County. San Mateo Medical Center, Hospital Board, San Mateo, CA June 2, 2016.
- Antibiogram and Antibiotic Stewardship. Southern Nevada Health District. Facility Advisory Board. December 22, 2015.
- Norovirus Outbreaks, Sacramento County. Environmental Management Department, Food Industry, Sacramento, CA October 15, 2013.
- Analysis of Sexually Transmitted Diseases in newborns, Sacramento County. First Five Commission, Sacramento, CA February 6, 2012.
- Killing Me Softly, Vitamin Use in Chronic Disease Prevention. 1<sup>st</sup> Annual Healthy Men's Aging Summit, Sacramento, CA June 14, 2008.
- Risk Factors for Childhood Obesity in the County of Sacramento. First Five



- Commission, Children's Nutrition Summit, Sacramento, CA, March 15, 2007.
- Perinatal Periods of Risk Approach. Examining the Black White Gap in Infant Mortality in the County of Sacramento. First Five Commission, May 2005.
- Pregnancy-associated Mortality Due to Motor vehicle Crashes and Homicide in Michigan. 6<sup>th</sup> Annual Maternal and Child Health Epidemiology Conference, Atlanta, GA, December 12, 2000.
- Knowledge and Use of Folic Acid Among Women of Reproductive Age, Michigan, 1998. Prevention 2000 Conference, Atlanta, GA, March 25-26, 2000.
- An evaluation of the Michigan Maternal Mortality Surveillance Study. Center for Disease Control and Prevention, Grand Rounds, Atlanta, GA, October 26, 1999

## **TEACHING EXPERIENCE:**

- Contributing Faculty, Walden University, School of Public Health, School of Health Sciences, 2006-2015.
- Part-time Faculty, University of Maiduguri, Nigeria, West Africa, School of Medicine, 1997-1998
- Nutrition Instructor, Sacramento State University, Family and Consumer Sciences, 1996-1997

## **DISSERTATION AND THESIS**

### **Doctoral Dissertations (Chair)**

- A Cross-Sectional Study: Dietary Micronutrient Levels in Allied Health and Nursing Students. *Dissertation Published March 2015.*
- A Longitudinal Study of the Predictors of Sexually Transmitted Infections among African American Adolescents. *Dissertation Published May 2014.*
- Relationship between Vitamin D Status and Income: Results of the 2005-2006 NHANES. *Dissertation Published May 2014.*
- Relationship of Depression and Ethnicity status in Diabetes Management among Ethnic Minority Women. *Dissertation Published September 2013.*
- Making Effective Use of Employee Vaccination Data to Improve Health Care Workers Seasonal Influenza Vaccination Rates in a Large Healthcare System in San Diego. *Dissertation Published May 2013.*
- Determinants of High Pre-pregnancy BMI of Puerto Rican WIC Participants in the United States. Walden University. *Dissertation Published February 2013.*
- Infant Mortality Disparities in Missouri: A Community Health Center perspective. *Dissertation Published October 2011.*

### **Doctoral Dissertations (Committee Member)**

- HIV/AIDS and Budish Migrants of Nepal: A Phenomenological Study, 2009. *Dissertation Published January 2013.*

### **Master's Thesis (Committee Member)**

- Assessing Pregnant Women's Knowledge and Attitude of Obesity Risk Related



to Maternal and Fetal Outcomes. 2008

- The impact of inadequate housing on the learning and development of low-income and minority children and a critical analysis of the assessment tools available to professionals and lay professionals in the home (home visitors, family liaisons, visiting nurses, home health aides) to identify housing concerns. 2009

## **PUBLIC HEALTH BOARDS & COMMITTEES:**

- Advisory Board Member, University of California, Davis, Health Informatics Advisory Board, 1333 Research Park Drive, Davis, CA
- Committee Member, Center for Health and Nutrition Research, University of California, Davis, CA
- Advisory Board Member, California Epidemic Investigation Service, California Department of Public Health, Sacramento, CA
- March of Dimes, California Chapter, Prevention Services Committee Member, San Francisco, CA
- March of Dimes, Greater Sacramento Chapter, Prevention Services Committee Member, Sacramento, CA
- Child Death Review Team, Committee Member, Sacramento, CA
- Sacramento Board of Supervisors, Blue Ribbon Commission Member
- Sacramento County, Fetal Infant Mortality Review Team

## **MEMBERSHIP IN PROFESSIONAL ORGANIZATIONS:**

- National Association of County and City Health Officials
- County Health Executives Association of California
- Bay Area Regional Health Inequities Initiative
- Member, American College of Epidemiology
- Member, American Medical Informatics Association
- Member, American Public Health Association
- Member, Council of State and Territorial Epidemiologists

## **PROFESSIONAL RECOGNITION:**

- Extraordinary Faculty Recognition, Walden University, 2008
- Certificate of Enrollment as a member of the U.S. Public Health Services, Associate Recruiter Program, June 2003
- United States Public Health Service, Unit commendation, part of the group identified as Escherichia coli O111:H8 Outbreak Investigation Unit, 2002.
- Department of Health and Human Services, Secretary's Award for Distinguished Service (Donna E. Shalala). Member, Rotavirus/Intussusception Team, 2000.
- Minority International Research Training Award (Fogarty Grant Recipient). University of New Mexico, School of Medicine, 1997.

## **CURRENT AND FORMER POLICY & COMMUNITY GROUPS:**

- Health Executive Council-San Mateo Health System



- HIT Governance Board-San Mateo Health System
- Joint Initiatives Coordination Workshop (San Mateo Medical Center)
- Healthy Community Collaborative-San Mateo County
- LEAP Steering Committee-San Mateo Health System
- SNHD Public Health Accreditation Team, 2014

## **SAMPLE SELECT GOVERNMENT DOCUMENTS:**

- Feto-infant mortality in Southern Nevada: A Perinatal Periods of Risk (PPOR) assessment. Southern Nevada Health District, Division of Community Health, Data Brief, 2015.
- Preterm birth and low birth weight in Southern Nevada, 2010-2013. Southern Nevada Health District, Division of Community Health, Data Brief, 2014.
- Drug Poisonings in Southern Nevada, 2001-2012. Southern Nevada Health District, Division of Community Health, Data Brief, 2014.
- Community Health Status Report 2014. Sacramento County Department of Health and Human Services, Epidemiology Services, 2014.
- Black Infant Health, Fetal Infant Mortality Review Team Report 2005-2007. Sacramento County Department of Health and Human Services, Epidemiology Services, 2008.
- AIDS Surveillance Report. Sacramento County Department of Health and Human Services, Division of Public Health, Epidemiology Services, 2008.
- Tuberculosis Trends in Sacramento County. Sacramento County Department of Health and Human Services, Division of Public Health, Epidemiology Services, 2008.
- Prevalence of Asthma Among Children. Results from the 2001 California Health Interview Survey. Sacramento County Department of Health and Human Services, Disease Control and Epidemiology, 2004.
- "Challenge of a Lifetime" A description of the Mortality experience of African-American males 1990-1998. Michigan Department of Community Health Report, 1999.

## **REFERENCES:**

- Available upon request.



Confidential Candidate Profile

# **Charlene Williams-Gungil**



**District Health Officer**

November 2020

Charlene Williams-Gungil, DHSc. HO, CPM, MPH

Dear Southern Nevada Health District Board of Health,

I am thrilled to have the opportunity to apply for the position of District Health Officer at Southern Nevada Health District. I began my career as the director of a health department in a small town in New Jersey. I wore many hats, two of which were health inspector and health educator. Over the ensuing years, I have always been in leadership roles, which also included teaching at one of New Jersey's state universities. Currently, I am the Director of a County Health Department, which serves a very diverse population, with over 60 different languages and dialects spoken. I understand the needs, cultures and disparities that exist in a multi-cultural environment, and I am comfortable serving and transforming the lives of the marginalized. I believe that my background and degree, especially in Global Health, qualifies me for this role.

In all my roles I have had to administer public health programs, from their inception to administration and evaluation. I coordinate with my team leads and liaise with outside entities, such as hospitals, and other non-governmental agencies. I have created new positions, reviewed contracts, hired professionals in those roles, and have provided guidance and direction for them. I have extensive knowledge of operational characteristics, services, and activities of public health programs, and serve as a subject matter expert for many external organizations. I have also conducted workforce analyses with my team, encouraging educational advancement, and promoting from within. My team has been by my side throughout my development as a leader, and I have had the pleasure of seeing many of them self-actualize and leave my employment as they too have grown. As a dedicated career public health servant, it will be an honor to serve the board of health, the staff who will work with me, and the people of Southern Nevada.

As my career progressed, I have had to take on many roles that require me to interact with high level officials in the public and private sectors. I have had to create and present complicated reports to professional organizations, boards of trustees, university professionals, and educational leadership teams. During this pandemic, I have had to work even closer with long term care facilities, correctional facilities, the courts, the Transportation Security Administration (TSA), Port Authority of New York and New Jersey (PANYNJ), and law enforcement as we prepared for COVID-19, and formulated a response. These interactions improved my communication skills externally, while uplifting my staff, who participated with me. I have been lucky to inspire trust and the kind of vision and leadership qualities that earned me respect from those working with me. Under my direction, my health department has expanded our role in the community. We now provide shared services with other health departments, are called upon for guidance, direction, and advice, and we are well regarded in the public health arena in NJ.

I thank you for your time in examining me for this role. With my experience, knowledge, and skills, I believe that I have the unique combination of talents that make for an excellent District Health Officer at Southern Nevada Health District. It would be an honor to join the team and serve the people in the district.

Sincerely,

Charlene Williams-Gungil, DHSc., HO, CPM, MPH



# Background Summary

| Candidate   | Experience  |
|---|---|
| <p><b>Charlene Williams-Gungil</b><br/>Montvale, NJ</p> <p><b>Education:</b><br/><b>Nova Southeastern University</b><br/>DHSc, Global Health</p> <p><b>UMDNJ</b><br/>MPH, Environmental and Occupational Health</p> <p><b>Montclair State University</b><br/>MA, Health Education</p> <p><b>William Paterson University</b><br/>BS, Community / School Health</p> | <p><b>Passaic County Department of Health (2009 to Present)</b></p> <ul style="list-style-type: none"><li>• Health Officer and Director (2014 to Present)</li><li>• Public Health Epidemiologist / Assistant Coordinator Medical Reserve Corps (2009 to 2013)</li></ul> <p><b>Newark Department of Health and Wellness (2019 to 2020)</b></p> <ul style="list-style-type: none"><li>•Health Officer</li></ul> <p><b>Bergen County Department of Health Services (2013 to 2014)</b></p> <ul style="list-style-type: none"><li>•Coordinator Community Health Services</li></ul> <p><b>Westwood Board of Health (1989 to 1998)</b></p> <ul style="list-style-type: none"><li>•Department Head / Health Inspector / Educator</li></ul> <p><b>Teaching:</b></p> <p><b>Rutgers University (2017 to Present)</b></p> <ul style="list-style-type: none"><li>•Instructor: School of Public Affairs and Administration</li></ul> <p><b>William Paterson University (1997 to Present)</b></p> <ul style="list-style-type: none"><li>•Instructor: College of Science and Health - Department of Public Health</li></ul> |

# Charlene Williams-Gungil

**Personal Statement** Executive Director with extensive administrative and leadership experience in municipal, county, and state health departments. Proven ability to transform workforce, improve image, provide stability and increase employee engagement while communicating with the board, the public and the media. Strict attention to detail and well-developed people skills in order to effectively manage supervisors, professional, technical and clerical staff. I seek a position in government, policy and administration where I can leverage my experience and knowledge as a health officer, director and educator in public health.

## **Major Accomplishments**

- ✓ Created a team of Masters and Medical students to survey, analyze and synthesize data from the community to determine greatest health-related needs. In conjunction with community participants, developed an aggressive five-year community health improvement plan.
- ✓ Successfully lead the COVID-19 preparation and response for the City of Newark and the County of Passaic.
- ✓ Initiated the first ever government sponsored at-home COVID-19 testing program in the country
- ✓ Applied for and received grant to collaborate with partners from the medical community to create an ACO-like medical service to address recidivism in the emergency department for asthma patients which reduced overuse of the emergency room by 80% for Passaic County. Inaugural vice-chair, now Chair.
- ✓ Needs analysis for resource allocation which saved Passaic County over \$400,000 per year for the past four years.
- ✓ Directed and executed the development of training for the 2,200 Passaic County employees based in “today’s critical health situations” faced by health community workers: “Stop the Bleed”, “Naloxone (Narcan)” both in partnership with St. Joseph’s Hospital, and “Hands Only CPR” in partnership with American Heart Association. In addition to the training, collaborative partnership donations of time and resources have saved Passaic County over \$200,000.
- ✓ Applied for and received grants and awards to develop Passaic County staff to provide mental health first aid, fall prevention, and diabetes/chronic disease self-management in alignment with goal for continuous staff development.
- ✓ First time contracts with 4 municipalities to provide health services for the next five years to the community. This brings in additional annual revenue of over \$400,00 to Passaic County without increasing current costs.
- ✓ Negotiated and persuaded the creation of an on-site quality assurance County Inspector at the American Dream project in the Meadowlands to ensure quick access for quality control and response in Bergen County.
- ✓ Partnered with New Jersey Department of Health and American Heart Association to create health equity forums in northern New Jersey in 2017, 2018, and 2019. These forums educated and informed the professional community to raise awareness and highlight New Jersey’s efforts to promote and build healthier communities, hospitals, local and community health departments and community groups.
- ✓ Successfully works full time in Public Health while teaching Part-Time which enables current and relevant knowledge and practices for dissemination in both venues.

## **Professional Experience**

2019-2020 – Newark Department of Health and Wellness

Newark, NJ

*Health Officer.*

- ✓ Chief executive officer of the health department in the largest city in New Jersey. With a population of over 280 thousand residents, 47% of which were African American, and 37 % Hispanic, cultural sensitivity was an important part of my role there. I primarily oversaw the emergency preparedness program and lead the team in the preparation for as well as the initial response to the COVID-19 pandemic. Provided technical guidance, support, and leadership at the health department.

## Charlene Williams-Gungil

2017 – Present Rutgers University  
Newark, NJ

*Instructor: School of Public Affairs and Administration*

✓ Certified Public Manager Program – Leading Change; Managing Teams, Managing for Results

2014 – Present Passaic County Department of Health  
Paterson, NJ

*Health Officer and Director*

- ✓ Chief executive officer of the health department: I serve Passaic County's population of over 500,000, comprising of 16 municipalities, with 42% Hispanic, 41% White, 10% African-American, and 5% Asian individuals. Leads six divisions that comprise the Passaic County Health Department. Responsible for 34 staff that evaluates health problems, plans appropriate activities to remediate health problems, monitors and tracks expenditures, and contract preparation. Heads recruitment, retention and engagement efforts for Health Department Personnel. Additional duties of Director, serve on Passaic County Public Health Partnership, the NW Regional Health Coalition, and Urban Area Security Initiative (UASI) - executive officer for health. President of Passaic County Public Health Partnership, a 501 © 3 company, to evaluate and coordinate public health responses to health emergencies in the county, region, area and state. Serve as the liaison officer with the Freeholder Health Committee and Freeholder Board. Serve on several committees in the county and within the community on behalf of the department.

2013 – 2014 Bergen County Department of Health Services  
Hackensack, NJ

*Coordinator Community Health Services*

- ✓ Develops, organizes, coordinates, directs, supervises, plans, administers, and monitors several communities - oriented health programs and services provided to participating municipalities by this health agency on a contractual basis; does related work as required. Some projects include strategic planning for the department that comprises of nineteen divisions and over 330 staff. Serve as alternate Health Officer for the Department.

2009 – 2013 Passaic County Department of Health  
Paterson, NJ

*Public Health Epidemiologist/ Assistant Coordinator Medical Reserve Corps*

- ✓ Plan, organize and implement the epidemiological public health program for all seven health departments in Passaic County. Provide consultation and advice to health care providers, infection control practitioners and others within the public health community. Supervise 16 staff involved in investigative activities; and all related work. Monitor and coordinate infection control activities of three local hospitals and three federally qualified health centers (FQHCs) within Passaic County. Supervise the emergency preparedness team of the health department for all suspected biological investigative activities and all exercises, drills and events for the Points of Dispensing (PODS). Prepare reports and maintain files of every disease-related outbreak investigation through the Communicable Disease Reporting and Surveillance Systems (CDRSS). Evaluate surveillance of routinely reported data from schools, hospitals, and other health care facilities, to detect clusters of disease that may signify an outbreak or epidemic. Coordinate the distribution of medical supplies and personal protective equipment from the Strategic National Stockpile (SNS). Plan, recruit and exercise protocols for emergencies within the county, the NW Region of New Jersey and the urban area security initiatives (UASI) areas.

# Charlene Williams-Gungil

1997 – Present William Paterson University

Wayne, NJ

*Instructor: College of Science and Health – Department of Public Health Courses Taught*

- ✓ 4000 Epidemiology; 2700 Concepts & Issues in Aging; 3110 Global Health Issues; 1100 Healthy U 3400 Environmental Health; 1200 Current Health Issues. Design, implement and evaluate curriculum. Evaluate teaching techniques, recommend and implement changes for improving them. Facilitate all classroom and distance teaching, using Blackboard. Confer with parents, guidance counselors and students for the Public Health Department.

2009 - 2010 A.T. Still University, Arizona School of Health Sciences

Mesa, AZ

*Instructor: Doctor of Health Sciences Program – Course Taught*

- ✓ 703 Population Health. Facilitator of online learning for graduate students in the Doctor of Health Sciences program, using the Blackboard Learning System.

2009 - 2011 University of Phoenix

Online

*Faculty: College of Arts and Sciences Course Taught*

- ✓ 220 - Human Nutrition. Facilitated online learning for adult learners using the OLS (Online Learning Systems). Responsibilities included all aspects of learning, evaluation, and facilitation.

1989 – 1998 Westwood Board of Health

Westwood, NJ

*Health Inspector/Educator/ Department Head*

Managed the Health Department. Implement technology to increase efficiency, reduce errors, decrease research time and reduce costs. Responsibilities included, budget preparation, purchasing, contract negotiations, press releases, employee relations, liaison officer to Board of Health, Mayor and Council, and the Community. Conducted environmental inspections and ensuing court action: reviewed and updated various health ordinances. Conduct environmental epidemiological investigations, preparing and maintaining data and reports on all disease-related outbreaks. Coordinated mandated Right to Know and Blood borne Pathogens programs.

## **Skills**

|                                   |                           |  |
|-----------------------------------|---------------------------|--|
| High Performing Leadership        | Public/Private Partnering | Thought Leadership                             |
| Capacity Building                 | Cultural Competency       | Report Writing                                 |
| Strategic Decision-making         | Organizational            | Microsoft Office Suite                         |
| Training                          | Emergency Preparedness    | Budgetary and Fiscal                           |
| Designing Instructional Material  | Team Player               | Authored Standard Operating Procedures (SOP's) |
| Presentation building & Execution | Conflict Resolution       | Incident Command System                        |
| Technical Writing                 | Detail Oriented           | Regulatory Compliance                          |
| Scientific Literature Review      | Multitasking              | Project Management                             |
| Excellent Oral & Written          | Communication Skills      | Personnel evaluations                          |
| Needs Assessments                 | Contract Negotiations     | Employee Management                            |

# Charlene Williams-Gungil

## Education

|  |      |
|--|------|
| <b>DHSc.</b> in Global Health, Nova Southeastern University, Fort Lauderdale, FL | 2008 |
| <b>M.P.H</b> in Environmental & Occupational Health, U.M.D.N.J., Piscataway, NJ  | 2004 |
| <b>M.A.</b> in Health Education, Montclair State University, Montclair, NJ       | 1995 |
| <b>B.S.</b> in Community/School Health, William Paterson University, Wayne, NJ   | 1988 |

## Certifications/Licenses

Certified Public Manager (CPM); Health Officer (HO); Global Health Certificate; Registered Environmental Health Specialist (REHS); Incident Command System 200, 300, 700; Certified Health Education Specialist (CHES) – inactive; Graduate of Boundary Spanning Leadership program; Certified Blood borne Pathogens, Tuberculosis, and Right to Know Trainer.

## Professional Leadership

Chair of the Healthcare Coalition of Passaic County (HCPC) 2019 – present  
Inaugural Vice-Chair of the Healthcare Coalition of Passaic County 2016-2019  
President and Chair of Passaic County Public Health Partnership 2014- 2020  
Executive Committee Member – North Jersey Health Collaborative 2014 – 2020  
Executive Committee member – Partnership for Maternal and Child Health of Northern New Jersey 2017 -  
Executive Committee Member New Jersey Association of City and County Health Officials 2018 -Present

## Community Activities

|   |                |
|---|----------------|
| Lay Leader – UMC – Park Ridge, NJ                 | 2015 – Present |
| Trustee Board Member – UMC Park Ridge, NJ         | 2014 – Present |
| Staff Parish Relations Committee – Park Ridge, NJ | 2012 – Present |
| Community Emergency Response Team                 | 2011 – Present |
| Medical Reserve Corps – Passaic County            | 2011 – Present |

## References Available Upon Request



Confidential Candidate Profile

# **David Rose, MD**



**District Health Officer**

November 2020

DAVID C. ROSE, M.D., M.B.A., F.A.A.P.

Dear Southern Nevada Health District Board of Health,

My personal mission and career goal regardless of vocational role has been to be of service of those most affected by social inequities and access-to-care issues, and I have been honored to have had opportunities to stay true to that purpose over the course of my life's journey, while attending to the clinical and public health needs of general community populations. As a board-certified pediatrician who has practiced in New York City, Baltimore and the District of Columbia, I have been in the community, engaging with residents, and have first-hand experience of the particular challenges faced in attaining and maintaining wellness. My vocational journey has included academic, public non-profit, human services and public health settings in both urban and suburban jurisdictions, offering various views of community and public health challenges. Through my service in those settings, as well as formal educational opportunities, I have gained myriad management and analytical skills, from supervising and managing multi-specialty medical care to policy and budget development and administration in local and state health departments. In collaboration with internal stakeholders, community groups and governmental agencies, I have been responsible for assessing and addressing various health challenges.

I have particular experience and abilities that equip me for leadership in the public health space. My previous and current service with local health departments enables me to be cognizant of the political structures and processes, as well as the non-governmental organizations and advocacy groups, so crucial to moving community health policy from the conceptual to the concrete. Whether providing medical leadership and direction during Maryland's human services response to the current coronavirus pandemic, the Hurricane Katrina mass shelter operation in the District of Columbia, representation for local public health improvement processes or coordination of community mass immunization clinics, I have demonstrated an understanding and respect for community partnerships and proven to be a trusted partner for the non-governmental and community-based organizations. I ably represented local and state governmental agencies, as well as executive officials themselves, at numerous speaking engagements, summits, and media events.

In summary, I believe that I possess a unique range of knowledge and skills gained from a myriad of health and human services work that will enable me to collaboratively and efficaciously lead, manage and grow the programs within, and advance the mission of the Southern Nevada Health District.

Thank you very much for your time and attention.

Sincerely,

David C. Rose, M.D., M.B.A., F.A.A.P.

# Background Summary

| Candidate  | Experience   |
|--|--|
| <p><b>David Rose</b><br/>Columbia, MD</p> <p><b>Education:</b><br/><b>University of Maryland</b><br/>MBA</p> <p><b>Howard University</b><br/>MD</p> <p><b>University of Pittsburgh</b><br/>BS</p> <p><b>Training:</b><br/><b>Emory University School of Medicine</b><br/>Residency, Categorical Pediatrics</p> | <p><b>Maryland Department of Human Services (2019 to Present)</b><br/>•Medical Director, Social Services Administration</p> <p><b>Anne Arundel County Department of Health (2013 to 2018)</b><br/>•Deputy Health Officer, Healthy Communities Administration / Public Health</p> <p><b>DC Rose Consulting (DBA) (2008 to 2013)</b><br/>•Independent Healthcare Consultant</p> <p><b>Jewish Renaissance Medical Center (2007 to 2008)</b><br/>•Chief Medical Officer</p> <p><b>District of Columbia Department of Health (2005 to 2007)</b><br/>•Deputy Director / Medical Director, Maternal and Primary Care Administration (2007 to 2007)<br/>•Senior Deputy Director, Primary Care and Prevention Administration (2006 to 2007)<br/>•Chief, Bureau of Primary Health Care (2005 to 2006)</p> <p><b>Mary's Center for Medical &amp; Child Care, Inc. (2001 to 2005)</b><br/>•Vice President, Medical Affairs</p> |



**Seasoned board-certified pediatrician, providing clinical care and consultative services for over twenty years within primarily underserved communities of color. Dedicated servant leader in the public health and population health spaces with over a decade's experience in management and executive roles with governmental and community-based organizations.**

- Provided leadership, direction and collaborative support for up to 700 public health programmatic and operational employees, supporting and delivering environmental health, behavioral health, maternal and child health, school health, chronic disease, and communicable disease education and services.
- Administered budgets up to \$60 million in local general funds, state and/or federal grants.
- Guided and facilitated internal strategic and community health planning processes, including county community health needs assessment, in collaboration with local hospitals, universities, governmental non-profits, and advocacy groups. Served as principal author and process facilitator for the 2011-2016 District of Columbia Cancer Control Plan.
- Led medical affairs, policy and practice management, for several federally qualified health centers. Managed production of the health care plan of a successful service area competition (FQHC) application for a maternal and child health center serving Central American immigrants.

**Educational Information:**

Master of Business Administration — 2012  
University of Maryland University College

Hopkins Business of Medicine Graduate Certificate — 2002  
Johns Hopkins School of Professional Studies in Business and Education  
Graduate Division of Business and Management

Health Systems Management and Evaluation  
Graduate Certificate — 1998  
Johns Hopkins University Bloomberg School of Public Health

Residency, Categorical Pediatrics  
Emory University School of Medicine  
July 1989 — June 1992

Doctor of Medicine — 1989  
Howard University College of Medicine

Bachelor of Science, Cum Laude — 1983  
University of Pittsburgh

**Professional Certification:**

National Board of Medical Examiners  
Diplomate, July 1990

American Board of Pediatrics  
Diplomate, October 1993; Currently Certified - Meeting MOC Requirements

**Licensure:**

Active: Maryland  
Inactive: District of Columbia, Pennsylvania, New Jersey, New York

**Academic Appointments:**

Instructor in Medicine  
The Johns Hopkins University School of Medicine  
July 1998 — 2001

Assistant Professor, Department of Pediatrics  
University of Maryland School of Medicine  
March 1995 — October 1996

Clinical Instructor, Department of Pediatrics  
College of Physicians and Surgeons of Columbia University  
February 1993 — February 1995

**Hospital Affiliations:**

United Medical Center  
June 2010— June 2011

University of Maryland Medical System  
March 1995 — October 1996

Harlem Hospital Center  
February 1993 — February 1995

**Professional Positions:**

Medical Director  
Social Services Administration  
Maryland Department of Human Services  
March 2019 — Present

Deputy Health Officer, Healthy Communities Administration/Public Health  
Anne Arundel County Department of Health  
February 2013 — November 2018

Independent Healthcare Consultant  
DC Rose Consulting (DBA)  
January 2008 — February 2013

Chief Medical Officer  
Jewish Renaissance Medical Center  
October 2007 — February 2008

Deputy Director/Medical Director  
Maternal and Primary Care Administration  
District of Columbia Department of Health  
January 2007 — June 2007

Senior Deputy Director  
Primary Care and Prevention Administration  
District of Columbia Department of Health  
May 2006 — January 2007

Chief, Bureau of Primary Health Care  
Primary Care and Prevention Administration  
District of Columbia Department of Health  
May 2005 — May 2006

Vice President, Medical Affairs  
Mary's Center for Maternal & Child Care, Inc.  
December 2001 — May 2005

Chief/Attending Physician, Pediatrics (Annapolis Office)  
Patuxent Medical Group, Inc. / Potomac Physicians, P.A.  
January 2000 — June 2001

**Professional Positions (cont.):**

Interim Medical Director  
Community Clinic, Inc.  
October 1999 — January 2000

Assistant Commissioner, Communicable Disease and Epidemiology  
Baltimore City Health Department  
July 1997 — June 1999

Medical Consultant, School Health Assessment Program  
Baltimore City Health Department  
January 1997 — July 1997

Attending Physician, Pediatrics  
UniversityCare at Edmondson Village  
March 1995 — October 1996

Attending Physician, Pediatrics  
Renaissance Health Care Network  
February 1993 — February 1995

**Presentations:**

Moderator, District of Columbia Pandemic Influenza Preparedness Summit,  
District of Columbia Department of Health and Emergency Management Agency  
January 28 and April 28, 2006

*The Social and Community Context of Syphilis Elimination*  
[Mini Plenary (Moderator and Presenter)]  
1998 National STD Prevention Conference,  
Centers for Disease Control and Prevention  
December 9, 1998

*The City's Reality: Control*  
Maryland HIV/Syphilis Update-1998,  
Maryland State Department of Health and Mental Hygiene  
September 2, 1998

*STD Update for Baltimore City*  
Baltimore Metropolitan Regional HIV Disease Update,  
Maryland State AIDS Administration  
July 20, 1998

*Resurgence of a Preventable Disease: Congenital Syphilis in Baltimore, 1996-97*  
Sixteenth Annual Maryland State Reproductive Health Update,  
Maryland State Department of Health and Mental Hygiene  
May 27, 1998

*Syphilis Elimination in Baltimore*  
Developing Strategies for Syphilis Elimination in the United States,  
Centers for Disease Control and Prevention  
May 12, 1998

**Society Memberships:**

American Public Health Association  
2005 — 2011

National Association of Chronic Disease Directors  
Member: 2005 — 2007  
Director at Large, Board of Directors: 2007

American Academy of Pediatrics  
Fellow  
July 1994 — 2012; 2016 — Present

Monumental City Medical Society  
1996 — 1997

**Community Activities:**

Task Force on Maryland Maternal and Child Health  
Designated Representative, Maryland Department of Human Services  
August 2019 — Present

Consumer Health Foundation  
Member, Board of Trustees  
May 2008 — December 2017 (Board Chair 2017)

D.C. Preventive Health Block Grant Public Advisory Committee  
Co-Chairman, Ex-Officio: 2005 — 2007  
Member: 2007 — 2008

Medical Homes DC AHEC Advisory Council  
Member  
2006 — 2007

National Capitol Asthma Coalition  
Member, Education and Health Care Delivery Committees  
2003 — 2007

District of Columbia Primary Care Association  
Chair, Health Center Excellence Advisory Committee  
2004 — 2005

Central Maryland HIV Care Consortium  
Member  
1998 — 1999

Greater Baltimore HIV Health Services Planning Council  
Member, Executive and Evaluation Committees  
1997 — 1999

Umoja Head Start Academy  
Member, Health Advisory Board  
1997 — 1999

American Lung Association of Maryland  
Member, Asthma Planning Committee  
1997

**Additional Position Information:**

**Medical Director, Social Services Administration, Maryland Department of Human Services (DHS):** The medical director is responsible for the collection of data on the timeliness and effectiveness of the provision or procurement of health care services for children and youth in out-of-home placement (OOH). The position also tracks health outcomes, including hospitalizations and overstay, assesses the supply and diversity of health care services that evaluate OOH children and youth. Works with both State and Local Health and Child Welfare officials, provider agencies, and advocates to expand health care services. Reviews and researches state/federal health data trends in child welfare programs to ensure DHS is incorporating best practices. Provides consultation to the local departments of social services regarding health concerns of children placed in care and provides input towards and technical assistance for placement activities. Reports annually to the Maryland General Assembly on the current status of health care services for the state's OOH children and youth and makes recommendations to improve the delivery of service to children receiving child welfare services. Interprets child welfare services legislation and regulations and writes formal comments for DHS legislative and executive staff on proposed State legislation to ensure compliance and to reflect best practices; the position also produces proposed state regulation and DHS policies regarding health care services for OOH children and youth. Provides population health policy and guideline input for state's adult services programs. Additionally, provides oversight of the Child and Family Well-Being Unit (Unit) within the Social Services Administration, with two direct reports (program manager and administrative specialist) and four staff. The Unit provides technical assistance and support to the local departments of social services regarding the implementation of education and health care regulation and policies; it also monitors education and health care services implementation and metrics for auditing and reporting purposes and maintains collaborative workgroups with internal and external stakeholders to guide related service improvement. The Unit also manages the state's substance exposed newborn-related policy, trainings and projects, including the Sobriety Treatment and Recovery Teams substance use disorder treatment model.

**Deputy Health Officer, Public Health, Anne Arundel County Department of Health:** Upon reorganization in July 2015, duties expanded to include the oversight of all five of the department's five programmatic bureaus, adding Behavioral Health (adolescent and family services, adult addictions clinics, community treatment services, and Adult Evaluation and Review Services) and Family Health Services (Dental Health, WIC, Healthy Start, REACH/Administrative Care Coordination/Ombudsman, and Eligibility and Enrollment). The department has a budget of \$62,085,400 and staff of approximately 700 for FY 2019. The position has six direct reports, consisting of bureau directors and support staff. Acts as chair of the county's fetal and infant mortality review team and co-chair of its child fatality review team. Provides clinical services during semi-monthly tuberculosis clinics. Responsible for input into the Department's general operation and policy production. The Deputy Health Officer, Public Health also serves as acting county health officer during extended health officer leave.

**Deputy Health Officer, Healthy Communities Administration, Anne Arundel County Department of Health:** The administration budget was roughly \$27 million for FY 2015. There were approximately four hundred and sixty staff (contractual and merit), four of which were direct reports, consisting of bureau directors and support staff. The Deputy Health Officer was responsible for the management of the operations of and the policies related to the administration's three bureaus: School Health and Support (school nursing services, audiology, and hearing and vision screening), Disease Prevention and Management (cancer screening services, HIV/STD prevention and case management, breast and cervical cancer early detection, colorectal cancer screening, infectious disease prevention and control, and community health education), and Environmental Health (housing and food protection services and sanitary engineering). Also acted as chair of the county's fetal and infant mortality review team and co-chair of its child fatality review team. Provided clinical services during semi-monthly tuberculosis clinics. As a member of the Department's executive staff, input was also provided for the Department's general operation and policy production.

**Healthcare Consultant, DC Rose Consulting:** Independent consulting specializing in public and community health policy and practice; services provided include health policy research, grant writing, grant proposal review, health center management and clinical services. Clients have included the D.C. Department of Health, D.C. Cancer Consortium, Core Health, Inc., Weatherby Locums, Academy for Educational Development, and People's Community Health Centers.

**Senior Deputy Director, Primary Care and Prevention Administration, District of Columbia Department of Health:** The Administration budget was roughly \$33 million. There were approximately one hundred and eighty staff members, of which eight are direct reports. The Senior Deputy Director was responsible for the District's public health policy as it related to chronic diseases and communicable diseases, as well as the management of the relevant bureaus: Primary Health Care (see below), Cancer Health Care (cancer registry, tobacco control, breast and cervical cancer early detection, prostate cancer, comprehensive cancer), Communicable Diseases (STD Control, Tuberculosis Control, Immunizations, Refugee Health, Hepatitis), Epidemiology and Health Risk Assessment (Bioterrorism Surveillance and Outbreak Investigation, BRFSS, Injury Control), Pharmacy Services, and the public health laboratory. Served as the District's Primary Care Officer. These programs are funded as other state and territorial programs but have both state and local functions. As a member of the Department of Health's executive staff, input was also provided for the general operation and policy-production of the Department.

**Chief, Bureau of Primary Health Care, Primary Care and Prevention Administration, District of Columbia Department of Health:** The Bureau budget was roughly \$3 million. There were approximately twenty-five staff members, of which seven were direct reports. The position was responsible for the District's chronic disease control and prevention programs, including asthma, cardiovascular disease, and diabetes mellitus, as well as the primary care office (serving as the District's Primary Care Officer) and Preventive Health and Health Services Block Grant. These programs were funded as other state and territorial programs but had both state and local functions. The operations of health services of the University of the District of Columbia and the D.C. Superior Courts also fell within the purview of the Bureau. Additionally, the position served as the interim medical director for the Emergency Medical and Health Services Administration, participating in numerous table-tops and providing medical input and leadership during various operations, including the mass shelter of Hurricane Katrina evacuees and BioWatch alert responses.

**Vice President, Medical Affairs, Mary's Center for Maternal & Child Care, Inc.:** Mary's Center, located in Washington, DC, is a federally qualified health center focused on the medically-underserved population in general and immigrant/Latino communities specifically. At the time, services were provided in two general clinical sites, a school-based health center, and a mobile health/outreach unit. In 2004, there were approximately 31,000 patient visits for roughly 6,500 individual clients. The Vice President was responsible for medical policies; clinical functions, including the medical (pediatrics, internal medicine, prenatal care and women's health), dental, nursing, and support (front desk, medical records, etc.) operations; and health promotion and education program. As a member of the executive staff, input was also provided for the general operation of the Center. The clinical services budget was approximately \$2 million, with about forty staff members.

**Assistant Commissioner, Communicable Disease and Epidemiology, Baltimore City Health Department:** The position was responsible for the City's public health policy in the area of communicable diseases (as well as preventive medicine, for a brief period), in addition to the management of relevant research and the control and prevention programs: tuberculosis, sexually transmitted diseases (including the Region III STD/HIV Training Center and the two STD clinics), HIV/AIDS (including the functions of the administrative agent for Ryan White Title I, contracting for Titles II and IV, HIV surveillance, and HIV Prevention), and general communicable disease epidemiology and outbreaks. As a member of the executive staff, input was also provided for the general operation of the Department.



Confidential Candidate Profile

# **Fermin Leguen, MD**



**District Health Officer**

November 2020

***Fermin Leguen, MD, MPH***

*Dear Southern Nevada Health District Board of Health,*

*I'm a physician, Board Certified in Preventive Medicine/Public Health, completed my residency program and MPH at Johns Hopkins University, and have extensive public health experience, including working the last four years at this organization. I'm very excited for the opportunity to apply for the District Health Officer position since it will allow me to further expand my professional skills and contribute to the implementation of public health interventions targeting specific needs of this community. By applying for this position, I want to be an active contributor to the success of public health initiatives and COVID-19 response efforts I have been engaged during the last 10 months as Acting Chief Health Officer of the Southern Nevada Health District (SNHD), where I managed a budget of over \$70 million, and more than 600 employees.*

*In addition, my professional experience includes three years at SNHD as Chief Medical Officer, where I managed a budget of over \$15 million, and 120 to 140 employees in clinical areas and field nursing interventions. As Medical Executive Director of the Florida Department of Health in Miami-Dade County, I managed a budget of approximately \$10-12 million dollars, between 100-120 employees in programs such as Public Health Preparedness, Disease Control and Surveillance, etc. I served as Chief Medical Officer of a medium size private practice group in Miami where I was responsible for the clinical operations of the practice, and the performance of 30 or more physicians, leading the implementation of an Electronic Health Records System for this practice.*

*Some of my accomplishments at the Southern Nevada Health District include:*

- Active participation in the Clark County response to the COVID-19 epidemic as a member of the Regional Policy Group, providing public health recommendations and advise to members of this multidisciplinary team and the Clark County community.*
- Contributed to an improved SNHD working environment, improved communication with employees and union representatives.*
- In July 2020 the SNCHC received a 3-year HRSA Service Area Competition award which secures operations of our FQHC for the next three years.*
- Implementation of billing process across all clinical areas of SNHD.*



- *Development and implementation of a Sliding Fee Schedule for all clinical areas.*
- *Implementation of an Electronic Health Records system (eClinical Works).*

*I have dedicated all my professional life to public health and have developed strong abilities in leadership and management of public health programs, as well as fostered a reputation as a key contributor through collaboration and problem-solving skills. As a team player, I'm collaborative with peers and search for ways to integrate valuable insights while contributing to a healthy working environment for all members of the organization. Thanks to these qualities, I'm confident in my ability to facilitate positive change and collective effort through the Health District.*

*For a better illustration of my background and qualifications, please review my enclosed resume. I would appreciate the opportunity to interview for this position. I'm eager to discuss how my personality and background fit the District Health Officer role. Thank you for your consideration of my candidacy.*

*Sincerely,*

*Fermin Leguen, MD, MPH*

# Background Summary

| Candidate   | Experience   |
|---|--|
| <p><b>Fermin Leguen</b><br/>Las Vegas, NV</p> <p><b><u>Education:</u></b><br/><b>Johns Hopkins University</b><br/>MPH, Epidemiology</p> <p><b>Havana University</b><br/>MD</p> <p><b><u>Training:</u></b><br/><b>Johns Hopkins University</b><br/>Residency, General Preventative Medicine<br/>Health Finance and Management, Certificate</p> <p><b>Universidad Central del Caribe</b><br/>Residency, Pediatrics</p> <p><b>National Institute of Hygiene and Epidemiology, Havana, Cuba</b><br/>Residency, Epidemiology/Public Health</p> | <p><b>Southern Nevada Health District (2019 to Present)</b></p> <ul style="list-style-type: none"><li>•Acting Chief Health Officer (SNHD) (2019 to Present)</li><li>•Executive Director (SNCHC) (2019 to Present)</li><li>•Chief Medical Officer / Director of Clinical Services (2016 to 2020)</li></ul> <p><b>Florida Department of Health in Pasco/Hernando Counties (2013 to 2015)</b></p> <ul style="list-style-type: none"><li>•Medical Executive Director</li></ul> <p><b>Doctor's Medical Centers, Inc. (2011 to 2013)</b></p> <ul style="list-style-type: none"><li>•Chief Medical Officer</li></ul> <p><b>Miami-Dade County Health Department (2001 to 2011)</b></p> <ul style="list-style-type: none"><li>•Medical Executive Director / Epidemiology Director</li></ul> |

Fermin Leguen, MD, MPH

### **EDUCATION AND TRAINING**

- Johns Hopkins University, School of Public Health  
General Preventive Medicine, Residency (8/99)  
Master in Public Health with Major in Epidemiology (6/98)  
Certificate in Health Finance and Management (6/98)
- Universidad Central del Caribe, Hospital Universitario Ramón Ruiz Arnau,  
Pediatrics Department  
PGY1 Resident, Pediatrics (7/96 to 6/97)
- National Institute of Hygiene and Epidemiology, Havana, Cuba  
Resident, Epidemiology/Public Health (9\81 to 10/83)
- Havana University, Havana, Cuba  
Medical Degree (9\72 to 9/78)

### **ADDITIONAL TRAINING**

- **WIPFLI National Conference (07/2019)**  
Federally Qualified Health Center Bootcamp Preconference
- **American Board of Quality Assurance URP (April 2013)**  
Transitions of Care and Reducing Readmissions Boot Camp
- **Villanova University**  
Lean Six Sigma Black Belt Certificate (9/2011)  
Six Sigma Green Belt Certificate (6/2011)
- **SHEA Training Course in Healthcare Epidemiology** (May 19-22, 2007)
- **Management Academy for Public Health, University of North Carolina**  
Diploma, Class of 2006
- **Florida Public Health Leadership Institute**  
Alumni, Class of 2005

### **LICENSES/CERTIFICATION**

- Board Certified, General Preventive Medicine
- Licensed physician, State of Nevada (Active)
- Licensed physician, State of Florida (Active)

## **EXPERIENCE**

10/19 – Present Southern Nevada Health District/Southern Nevada Community Health Center  
**Acting Chief Health Officer (SNHD), and Executive Director (SNCHC)**

Budget: \$72 million dollars

Staff: over 600 employees

Responsibility: Leading the Health District activities in response to the public health needs of Clark County and Southern Nevada communities. Deeply involved in the community response to the COVID-19 epidemic which entails working closely with local, State, and federal partners. In addition, overseeing the development of the SNCHC during this period.

Major Accomplishments:

- Contributed to an improved SNHD working environment, improved communication with employees and union representatives.
- The SNCHC received a positive report from the HRSA Operational Site Visit (Feb 2020), which allowed us to continue operations as a federal qualified health center (FQHC) after a disappointing performance identified during a HRSA Technical Site Visit in November 2019.
- In July 2020 the SNCHC received a 3-year HRSA Service Area Competition award which secures operations of our FQHC for the next three years.
- Active coordination of Clark County response to the COVID-19 epidemic by participating in the Regional Policy Group and providing public health recommendations and advise to members of this multidisciplinary team and the Clark County community.
- Development of guidelines for Clark County businesses reopening; most of these guidelines were later adopted by the State of Nevada.
- Enhanced partnership with representatives of the Hispanic community and African American community in Clark County which facilitated the implementation of COVID-19 interventions in hot spots areas of North Las Vegas, and East Las Vegas.
- Acquired (with Board of Health approval) a modular building to house COVID-19 patients next to the main SNHD facility (expecting up to 75% FEMA reimbursement).

08/16 – 06/20 Southern Nevada Health District

**Chief Medical Officer/Director of Clinical Services**

Budget: \$17 million dollars

Staff: about 120-130 employees

Responsibility: Leading the Clinical Services Division and the FQHC, which includes programs such as Tuberculosis Control, HIV/AIDS, Sexually Transmitted Diseases, Family Planning, Primary Care Services, Teens Pregnancy Prevention, Refugee Health, and, Immunizations among its service areas.

Major Accomplishments:

- Leading the implementation of primary care services at SNHD as well as the team that successfully completed the application resulting on a \$650,000 HRSA award to support the development of a FQHC at SNHD.
- Implementation of billing process across all clinical areas of SNHD.
- Development and implementation of a Sliding Fee Schedule for all clinical areas.

- Implementation of an Electronic Health Records system (eClinical Works).
- Restructuring of the FQHC clinics' flow and consolidation of front desk staff into a single unit at SNHD main facility.

01/2016 – 08/2016 Sabbatical period, living and traveling abroad.

07/13 – 12/15 Florida Department of Health in Pasco/Hernando Counties (Nature Coast Community Health Center, a Federally Qualified Health Center)

**Medical Executive Director**

Budget: No budget responsibility

Staff: 10-12 clinicians

Responsibility: Leading the clinical operations of 7 medical facilities located in Pasco and Hernando Counties. Two of these facilities operated as Nature Coast Community Health Center, a Federally Qualified Health Center, which delivers health services to underserved populations in Hernando County.

Major Accomplishments:

- Successfully completed the training requirements for the Medical Director position of the Family Planning program, including the training required with a certified Title X preceptor.
- Reorganization of clinic flow staffing at the FQHC, improving productivity of the clinic

08/11 – 07/13 Doctor's Medical Centers, Inc., Miami, FL

**Chief Medical Officer**

Budget: No budget responsibility

Staff: 30-35 clinicians

Responsibility: Oversee clinical operations, managed care, and quality aspects including Utilization Management, management of high-risk patients, HEDIS, MRA, implementation of an Electronic Health Records System, Meaningful Use, drug utilization patterns, hiring, provider scheduling, etc. This primary care, multispecialty group was composed of 10 medical centers, and offered multiple medical specialty services (Internal Medicine, Family Practice, Endocrinology, Ophthalmology, Pediatrics, Cardiology, and Gynecology).

Major Accomplishments:

- Helping growth this group from 6 initial health centers to 10 centers in two years
- Implementation of an Electronic Health Records System
- Restructuring of clinics flow and staffing across the organization, leading to increased provider productivity, patient satisfaction, and revenues generated
- Leading the group to successfully complete a CMS credentialing practice assessment

11/01 – 08/11 Miami-Dade County Health Department

**Medical Executive Director/Epidemiology Director**

Budget: \$10-12 million dollars

Staff: 100-120 employees

Responsibility: Progressive administrative duties, Medical Executive Director of the Miami-Dade County Health Department, and Director of the Office of Epidemiology and Disease Control since July 2004. Responsible for the operations of the following programs: Disease

Surveillance, Hepatitis Surveillance, Public Health Preparedness/City Readiness Initiative, Childhood Lead Poisoning Prevention Program, Immunization Program, Food Poisoning Surveillance and Prevention, HIV/AIDS Surveillance, Sexual Health clinic.

Major Accomplishments:

- Implementation of the City Readiness Initiative project
- Implementation of a Syndromic Surveillance System
- Incorporation of GIS applications into the health department surveillance operations
- Restructuring of the Immunization Program, leading to increase productivity and compliance with State required indicators for children 0-24 months of age immunization levels after several years of noncompliance
- Recipient of a NACCHO Model Practice award for our work in syndromic surveillance

02/00 – 11/01 Doctor's Medical Center, Inc., Miami, FL

**Primary Care Physician**

07/97 – 08/99 **Johns Hopkins University, School of Public Health**

Resident, General Preventive Medicine Residency Program

07-96 - 06/97 **Bayamon Regional Hospital, Pediatrics Department**

PGY1 Resident, Internship in Pediatrics

03/93 - 06/96 **Bureau of Tuberculosis Control, New York City DOH.**

Public Health Epidemiologist

06/87 - 06/91 **Institute of Tropical Medicine "Pedro Kouri", Havana, Cuba**

Medical Epidemiologist. Head, Epidemiological Surveillance Unit

08/84 - 06/87 **Department of Epidemiology, Ministry of Health, Ethiopia**

Medical Epidemiologist, consultant

11/83 – 08/84 **Municipal Center of Hygiene & Epidemiology, Cerro, Havana**

Medical Epidemiologist, Director of Epidemiology Department

09/81 - 10/83 **National Institute of Hygiene and Epidemiology, Havana, Cuba**

Resident, Epidemiology Department