

Santos Navarrette Jr.

Job Interests: Executive Level Management

Experience

April 2014- Present: Health Services Director, City of Abilene-Taylor County Public Health District (ATCPHD). The Health Services Department includes 7 functional divisions: **Administration** which is responsible for vital statistics, personnel services, public health informatics, purchasing, contracting, billing, budgeting and grant management; **Public Health Emergency Preparedness** which provides epidemiological and public health emergency planning services; the **Laboratory** which is responsible for clinical and environmental testing; **Nursing services** which oversees immunizations, family planning, tuberculosis, sexually transmitted diseases, Primary Health Care, Healthy Texas Women, Breast & Cervical Cancer Screening, Texas Health Steps, and refugee health services; the **WIC Program** which provides nutrition education and electronic food purchasing for pregnant women, infants and children, breastfeeding counseling and support, and other nutrition services. The **Dental clinic** provides preventative and restorative oral health care for children and adults covered by Medicaid, CHIP, private insurance as well as self-pay patients. The **Environmental Health and Vector Control** division provides inspections for food establishments, onsite sewage facilities, daycares, and public pools. They also conduct vector abatement activities and public education. Manages the ATCPHD's \$5.2 M budget and provide monthly reports to staff and Local Health Advisory Board. Administer the division's quality assurance with strong emphasis toward public health accreditation program. Manages the ATCPHD grant development program and research new funding opportunities for capacity building the division's public health programs and services. Establish the contractual development within all the division's programmatic areas. Spearhead collaborative relationships with ancillary providers within Taylor County and the Big County area. Managed a half million remodeling project for the Expanded Primary Health Care (EHPC) and Primary Health Care (PHC) clinics. Developed grant application for Community Foundation of Abilene (CFA) to provide \$30K in funds to implement the SAFE Kids oral health prevention program in the Abilene Independent School District. Developed CFA grant to implement the Healthy Oral Mouth for Every Student (HOMES) for homeless children in the Abilene and Wylie Independent School District. CFA award another \$30,000 grant for HOMES. Additionally, spearheaded the efforts for both an electronic health records for clinical operations and a separate dental practice management system for its dental operations, his efforts paid off with the City of Abilene Community Development Block Grant awarding the health department with \$75K to implement the electronic software for medical and dental clinics. Active member of the Abilene Community Health Advisory Board seeking to secure a Federal Qualified Health Center (FQHC) in Abilene, Texas. Appointed by Texas Department of State Health Services to the Surveillance and Governance Council seeking to implement a state wide electronic surveillance program. Member Hispanic Leadership Council. Appointed by Texas Tech University Health Science Center (TTUHSC) to serve on TTUHSC Public Health Board. Appointed to the Texas Association City and County Health Officials (TACCHO) Executive Leadership Team. Co-chair of TACCHO's health disparities/health equity workgroup. Oversees the ATCPHD's policy and procedures with program supervisors and document in central repository. Manages all the facilities of the ATCPHD.

July 2005 – August 2012: Associate Director Environmental Health and Disease Control, Tarrant County Public Health, Fort Worth, Texas. Responsible for the activities of four complex divisions: Environmental Health, Tuberculosis (TB) Elimination Program, STD/HIV Prevention program, and HIV Administrative Agency and Planning Council. Worked with the public health director to identify, plan and direct and monitor the accomplishment of departmental goals and objectives. Coordinated activity and resource planning with four division managers and oversees personnel matters for the programs under his leadership. Coordinated the department's dual role as lead agency and service provider in collaboration with multiple local community health consortia. Established appropriate staffing levels and mixes within the four division areas. Coordinated between department programs and related governmental and private agencies. Managed the environmental health division that conducts food inspection, vector control and surveillance, onsite sewage facilities inspections, food handler's certification, and air quality. Oversaw three TB programs including a medical clinic, outreach, and refugee clinic. TB also conducted research projects with the University of North Texas Health Science Center (UNTHSC) and is currently partnering with UNTHSC on two projects. Managed the Adult Health Services Clinic (AHS) with a STD/HIV prevention and HIV program with medical clinic. Oversaw the Information Technology (IT) personnel and was the department's liaison to the Tarrant County IT Responsible for 125 staff and \$14M budget and programs and services to a population of over 1.8M people in county. Established health equity program for the county and oversees the health equity coordinator. Planned and directed the department's electronic medical record systems (EMRS) and established the position of EMRS project coordinator. Instituted the PRIDE STD/HIV youth prevention program in Tarrant County. Spearheaded the Carnaval De Salud program to address the health disparities issues of the immigrant and migrant population. Ensures that Tarrant County is safe from any environmental and communicable diseases and enforces local, state, federal mandated laws applying to public health. Lead the expanded leadership team in developing the department's 2006 Strategic Plan. Trained in six sigma and six hats strategic thinking. Briefed mission, programs, and services to civic organizations, civic leaders, city council, and county commissioner's court.

August 2003 – July 2005, Assistant Health Director, City of Laredo Health Department, Laredo, Texas. Assisted director and senior management staff in planning, organizing, coordinating the functions of 9 divisions, and 24 programs. Managed the coordination, efficiency and productivity of over 220 full-time and over 30 part-time personnel. Provided administrative and program direction to management personnel regarding administrative policies and application of these policies at 9 clinics. Served as liaison between the department and local governmental agencies and organizations as well as public health institutions. Served as liaison support between the Texas Department of Health and Human Services, Centers for Disease Control and other health agencies. Provided guidance in \$11M budget planning and preparation and assisted in monitoring, evaluation and analysis of fiscal matters, and public health data. Assisted the director in the supervision of all program budgets and fiscal matters. Monitored expenditures and fiscal accountability of all program funds within 24 various funding streams at the local, state, and federal levels. Prepared budget revisions to meet current or anticipated program needs in coordination with appropriate management staff and the Director of Health. Prepared special reports and worked on special projects assigned by the Director. Coordinated financial and

activity reports with city financial and fiscal department. Conducted training on performance management and supervisory responsibility to staff. Chaired the grants committee and researched funding opportunities at the federal, state, public, and private sector levels. Briefed mission, programs, and services to civic organizations, civic leaders, city council, and county commissioner's court. Additional duties and responsibilities: Chief, Patient Care Division provided oversight of Title V programs and services in Maternal Child Health (MCH) Family Planning, Well Child, Case Management; Primary Health Care; and Dental Health Services clinics that supported over 3,000 patients annually. Facility manager for main clinic with four buildings and eight satellite Women, Infant and Children (WIC) clinics that provided custodial, maintenance, and safety and security services to 12 buildings in the department. Planned and coordinated the Health Department's first ever strategic planning offsite retreat and team lead the group to develop the City of Laredo Health Department's 2004 Strategic Plan. Responsible for tracking and documenting goals.

September 1998 – July 2003. AF Career Field Manager (CFM), Aerospace Physiology (AP) and Manager United States Air Force School of Aerospace Medicine (USAFSAM), Brooks AFB, Texas. Managed staff of 91 enlisted personnel, \$9M budget, \$100M in facilities, equipment, and training devices. Senior Chief and CFM, 4M0X1 oversaw over 350 enlisted at 30 stateside and 11 overseas bases. Provided consultation to the AF Medical Operations Agency (AFMOA) and Major Command Functional Managers for career field enlisted force structure, career development, assignments, training programs, retention programs, and policies/plans. As AFCFM, planned and coordinated functional managers training workshops to develop the AP Strategic Plan for the 21st Century. Performed graduate site evaluations and exit interviews on enlisted personnel. Single manager for manpower, Quality AF issues, and process improvements for unique USAFSAM Aerospace Education and Training Department, performing AF operational and formal school support activities for over 5,000 students annually. Responsible for planning, organizing, coordinating, evaluating, reporting curriculum development and execution, supply, maintenance, and administration. Provided instruction for Aerospace Physiology Apprentice, Enlisted Human Performance Enhancement, and Aerospace Physiology Craftsman courses. Produced Excel spreadsheets for manpower and budgetary requirements for Higher Headquarters and Air Staff. Conducted graduate site evaluations AP units and provided presentations to personnel concerning future of AP career field. Safety Officer for unit. Experienced in utilizing Microsoft software applications, including Word, Access, Excel, and PowerPoint.

September 1997 – August 1998. Air Education & Training Center (AETC) Functional Manager for Aerospace Physiology (AP), Manager Aerospace Physiology Training Flight (APTF), and Superintendent, 12th Medical Group, Randolph AFB, Texas. Directed all the functions of the APTF. Managed the enlisted forced structure and controlled manning levels for the AP. Oversaw and planned annual budget of \$60K. Controlled over \$2M in real property, trainers, equipment and supplies. Managed the APTF self-inspection program. Managed the

physiological training program for over 6,000 aircrew members annually. Administered the medical group's recognition program for over 200 enlisted personnel. As Superintendent, 12th Medical Group, responsible for the morale and welfare of all enlisted personnel. As AETC Functional Manager, developed and maintained Career Field Education and Training Plan (CFETP), conducted Utilization and Training workshops, and implemented classification and structure changes for AETC for over 100 enlisted at 7 stateside bases. Recommended assignment actions to Air Force Personnel Center (AFPC) for all AP enlisted assignments within the AETC.

June 1996 – September 1997. Pacific Air Force (PACAF) Functional Manager for Aerospace Physiology, and Manager, Aerospace Physiology Training Flight, Kadena AB, Japan. Lead 15 AF and Navy personnel. Directed development and execution of physiological training for PACAF. Managed an annual budget of \$77K and \$1.7M in equipment and facilities. Responsible for all aspects of enlisted morale, training, and career development. Oversaw all flight management, aircrew training, administration, maintenance, life support systems, and supply. Supervised joint training with the Navy at two operating locations. Directed training and readiness for the busiest hyperbaric medicine facility in the AF. Served as Emergency Hyperbaric Medicine Treatment Team Chief. Managed all High Altitude Airdrop Mission Support (HAAMS) program for PACAF. Provided in-flight support to Department of Defense (DoD) and allied aircrews and special operations forces as a HAAMS team chief. Acted as Aerospace Medicine Squadron (AMDS) Medical Group Superintendent for 6 months and provided guidance to commander on all enlisted issues from morale, training, assignment, and housing.

June 1988 – June 1996. Superintendent, 82nd Aerospace Medicine Squadron (AMDS) and manager, Aerospace Physiology Training Flight (APTF), Sheppard AFB, Texas. As Team Aerospace Medicine Squadron Superintendent, provided oversight to Aeromedical, APTF, Optometry, Public Health, and Environmental Health services to wing population and retirees in the area. Additional duty as Associate First Sergeant for the 82nd AMDS and promoted the welfare, morale, and health of 51 enlisted personnel. As AMDS Resource Advisor, oversaw \$2M budget and \$20M in facilities, equipment, and trainers. Member of the Commander's executive team and AMDS quality control team and managed squadron's safety program. As Manager APTF, directed activities of Superintendent, 3 Noncommissioned Officers in Charge (NCOICs), and 14 airmen. Planned and coordinated annual training schedule for over 3,500 students attending the Euro-NATO Joint Jet Pilot Training Program (ENJJPT), Enlisted Aircrew Undergraduate Course (EAUC), and AFI 11-403 (AF Physiological Training Program) directed courses. Regulated and controlled \$100K budget and over \$3.5 M in equipment and trainers. Managed the APTF's goals and objectives, quality assessment, and self-inspection programs. Instructed in the ENJJPT, EAUC, and AFI 11-403 courses. Reviewed all reports, correspondence, and records for accuracy, format, and compliance with AF directives. Managed the APTF's safety and wellness programs.

June 1983 – June 1988. Noncommissioned Officer in Charge (NCOIC), Administration and Spanish Training Program, 56th Medical Group, MacDill AFB, Florida. Managed administration section ensuring accurate processing and timely disposition of reports, forms, and general correspondence. Managed course curriculum for Spanish Physiology Training program for 11 Latin American countries. Bilingual instructor to aircrew members reviewed and upgraded Spanish language lesson plans and examinations. One of three instructors in the AF qualified to teach all officer and enlisted physiology lesson plans in Spanish. Monitored the training program for newly assigned personnel in administrative procedures. Managed the unit's safety program.

August 1975 – June 1983. NCOIC, Academics, United States Air Forces School of Aerospace Medicine (USAFSAM) Aerospace Physiology Branch, Brooks AFB, Texas. Managed course curriculum for 21 courses, 40 instructors, and 4,500 students annually. Supervised instructor training and unit upgrade and proficiency training programs. Managed the administration section and ensured accurate processing for all correspondence. Performed instructor duties in 11 different courses. Awarded Master Instructor rating.

Formal Education

Certification in Health Information Management (Privacy and Security), Texas State University, San Marcos, Texas, 2012

Master of Arts, Human Resource Management, Wayland Baptist University, San Antonio, Texas, 2002

Master of Business Administration with special emphasis on Health Care Administration, Wayland Baptist University, Sheppard AFB, Texas, 1996.

Bachelor of Arts in Psychology, Saint Leo College, Tampa, Florida, 1993

Associate Degree in Aerospace Physiology Technology, Community College of the Air Force, Maxwell AFB, Alabama, 1987.

Specialized Training

Full Pressure Suit Introductory Course, May 2000

Arctic Survival School, February 2000

AF Medical Service Leadership Training Symposium, July 1999

Water Survival Training Course, May 1999

Unit Self-Assessment Training Course, March 1997

Quality Improvement Team Leader Course, September 1996

Combat Survival Training Course, May 1996

Total Quality Management Course, January 1995

Senior NCO Academy in residence, March 1994

NCO Academy in residence, April 1984

NCO Leadership School in residence, March 1981

Licenses and Certificates

Completed Protective Measures for Biological Events Training by National Emergency and Response Center in March 2016

Health Equity Series Life Course Perspective May 2012

California Brief Multicultural Competency Scale Training Program (CBMCS) – 32 hours, April 2012

Healthcare Disparities, Taking a Look at Diabetes, October 2011

Bioterrorism: Mass Prophylaxis Preparedness and Planning – 16 hours, April 2011

Health Literacy: Serving Individuals with Limited English, March 2011

Importance of Policy in Achieving Equitable Outcomes, January 2011

NACCHO MAPP Training, August 2010

Health Equity 101 Training, June 2010

I-400 Advanced ICS – 14 hours, April 2009

Crisis Emergency Risk Communication Pandemic Influenza, August 2008

Debates and Directions in Health Disparities Workshop, May 2008

Epidemiology 101 Training, August 2007

2007 Texas Incident Exercise Program Hurricane Evacuation and Sheltering, June 2007

National Disaster Life Support Decontamination (NDLS-D) workshop, April 2006

Chemical Threats Workshop, March 2006

Emergency Risk Management Communication Training, February 2006

DEM First Responders Hazardous Material Awareness, January 2006

National Response Plan (NRP)—IS 800, January 2006

Preparedness & Community Response to Pandemics, November 2005

Systems Thinking for Leaders Workshop, October 2005

Department of State Health Services Full Scale Emergency, August 2005

National Incident Management System (NIMS) G300, August 2005

Forensic Public Health Preparedness Training, August 2004

Grant Funding Workshop, June 2004

Epidemiology and Surveillance for Public Health Workers, May 2004

Grant Writing Training, April 2004

Mass Destruction Incident Command Training, March 2004

Grant Resource Development, January 2004

Awards

1995 82nd Medical Group (MDG) and 82nd AMDS Senior NCO of the Year

1994 AF Aerospace Physiology SrNCO of the Year and 82 AMDS SrNCO of the Year

1992 AF and AETC Aerospace Physiology SrNCO of the Year

1992 396th MDG SrNCO of the Year and 396th Medical Group SrNCO of the Year

1991 3750th MDG SrNCO of the Year

1990 AETC SrNCO of the Year and Sheppard Technical Training Center SrNCO of the Year

Meritorious Service Medal (MSM) July 2003

MSM, September 1998

MSM, September 1997

MSM, August 1996

MSM, August 1992

MSM, June 1988

AF Achievement Medal, September 1983

AF Commendation Medal, October 1981