

# Tomás J. Aragón, MD, DrPH | *Curriculum vitæ*

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*I am the health officer of the City & County of San Francisco, and director of the Population Health Division (PHD) at the San Francisco Department of Public Health. Striving to embody and promote the universal values of humility, compassion, equity and dignity, I work to convene, connect, and catalyze communities and institutions to transform narratives, policies, and systems toward a sustainable culture of equity, healing and health for all people and our planet. As health officer, I exercise leadership and legal authority to protect and promote equity and health. As PHD director, I direct public health services. I teach population health data science (with R) at the U.C. Berkeley School of Public Health and I maintain a [public health blog](#) with a focus on population health [equity](#), [leadership](#), [lean](#), and [data science](#).*

## Education

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<b>University of California, Berkeley</b> <i>AB, Artium Baccalaureus (Bachelor of Arts), Molecular Biology</i>	<b>Berkeley, CA</b> 1983
<b>Harvard Medical School</b> <i>MD, Medicinæ Doctor (Doctor of Medicine)</i>	<b>Boston, MA</b> 1988
<b>Harvard School of Public Health</b> <i>MPH, Master of Public Health, Epidemiology</i>	<b>Boston, MA</b> 1988
<b>University of California, Berkeley School of Public Health</b> <i>DrPH, Doctor of Public Health, Epidemiology</i>	<b>Berkeley, CA</b> 2000
<b>Stanford University, Center for Professional Development</b> <i>Certification, Strategic Decision and Risk Management in Healthcare (see p. 3)</i>	<b>Stanford, CA</b> 2016

## Doctoral Thesis

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**title:** *Mortality Burden of Disease and Injury: Concepts, Methods, and Applications*

**committee:** Drs. Ira B. Tager (Epidemiol.), Richard J. Brand (Biostat.), Kenneth W. Wachter (Demog.)

## Professional Training & Fellowships

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<b>University of California, San Francisco / San Francisco General Hospital</b> <i>Primary Care Medical Resident</i>	<b>San Francisco</b> 1988–1991
<b>University of California, San Francisco / San Francisco General Hospital</b> <i>Medical Chief Resident</i>	<b>San Francisco</b> 1991–1992
<b>University of California, San Francisco, Division of Infectious Diseases</b> <i>Infectious Disease Fellow</i>	<b>San Francisco</b> 1992–1993
<b>University of California, San Francisco, Center for AIDS Prevention Studies</b> <i>Postdoctoral Research Fellow, Traineeship in AIDS Prevention Studies (TAPS)</i>	<b>San Francisco</b> 1993–1996
<b>California HealthCare Foundation (CHCF)/UCSF Leadership Program</b> <i>CHCF Health Care Leadership Fellow (Cohort 12), (Oct 2012–Sept 2014)</i>	<b>San Francisco</b> 2012–2014
<b>National Association of County and City Health Officials</b> <i>Health Official Leadership Fellow, “Survive &amp; Thrive” Program, (Jan 2013–Feb 2014)</i>	<b>San Francisco</b> 2013–2014

<b>Center for Health Leadership and Practice</b> <i>SFDPH Leadership Academy for the Public's Health, (Oct 2013–Dec 2014)</i>	<b>San Francisco</b> 2013–2014
<b>Kresge Foundation—Emerging Leaders in Public Health (ELPH) Program</b> <i>Leadership Fellow integrating public health and health care, (Feb 2015–Sept 2016)</i>	<b>San Francisco</b> 2015–2016
<b>Leadership for Equity and Opportunity (LEO) with Dr. Monica Sharma</b> <i>Sponsored by <i>Rise Together Bay Area</i>, (Jan 2018–May 2018)</i>	<b>San Francisco</b> 2018

## Professional & Academic Positions

<b>City &amp; County of San Francisco</b> .....	
<b>Chronic Disease Epidemiology, SF Department of Public Health</b> <i>Director</i>	<b>San Francisco</b> 1996–1997
<b>Community Health Epidemiology &amp; Disease Control (CHEDC), SFDPH</b> <i>Director</i>	<b>San Francisco</b> 1997–2003
<ul style="list-style-type: none"> <li>○ Project Director, Cryptosporidiosis Risk Factor Study, 1997–2001</li> <li>○ Co-Investigator, Bayview-Hunters Point Community Health Survey, 1998–2001</li> <li>○ Project Director, CDC Hepatitis Sentinel County Study, 1999–2003</li> <li>○ Project Director, CDC Viral Hepatitis Integration Project, 2000–2003</li> </ul>	
<b>Tom Waddell Health Center Urgent Care</b> <i>Physician provider</i>	<b>San Francisco</b> 2001–2004
<b>Community Health Epidemiology, SF Department of Public Health</b> <i>Director &amp; Deputy Health Officer, Part-time from 03/2003 to 12/15/2010</i>	<b>San Francisco</b> 2003–2010
<b>NACCHO San Francisco Bay Area Advanced Practice Center</b> <i>Co-Program Director, San Francisco Department of Public Health</i>	<b>San Francisco</b> 2009–2011
<b>Population Health Division, San Francisco Department of Public Health</b> <i>Director, Since December 15, 2010</i>	<b>San Francisco</b> 2010– ...
<b>City &amp; County of San Francisco</b> <i>Health Officer, Since December 15, 2010</i>	<b>San Francisco</b> 2010– ...
<b>University of California</b> .....	
<b>Emergency Services, UCSF/San Francisco General Hospital</b> <i>Associate Physician &amp; Clinical Faculty</i>	<b>San Francisco</b> 1992–1997
<b>General Medical Clinic, UCSF/San Francisco General Hospital</b> <i>Attending Physician &amp; Clinical Faculty</i>	<b>San Francisco</b> 1997–1998
<b>Infectious Disease Clinic, UCSF/San Francisco General Hospital</b> <i>Attending Physician &amp; Clinical Faculty</i>	<b>San Francisco</b> 1998–2000
<b>Department of Medicine, UCSF/San Francisco General Hospital</b> <i>Assistant Clinical Professor</i>	<b>San Francisco</b> 1999–2004
<b>Reducing Influenza-like Illness in University Students (REDI-US) Study</b> <i>Principal Investigator, UC Berkeley School of Public Health</i> Randomized-Control Trial of non-pharmaceutical interventions to reduce ILI	<b>Berkeley</b> 2006–2009
<b>Center for Infectious Diseases &amp; Emergency Readiness (CIDER)</b> <i>Principal Investigator (2005–2010), UC Berkeley School of Public Health</i> CIDER was a CDC Center for Public Health Preparedness (CPHP)	<b>Berkeley</b> 2003–2010

<b>Cal PREPARE—A CDC Preparedness &amp; Emergency Response Research Center</b> <i>Principal Investigator, UC Berkeley School of Public Health (Oct 2009–April 2011)</i>	<b>Berkeley</b> 2009–2011
<b>Department of Epidemiology &amp; Biostatistics, UC San Francisco</b> <i>Affiliate Faculty (lecturer)</i>	<b>San Francisco</b> 2000– ...
<b>Division of Epidemiology, UC Berkeley School of Public Health</b> <i>Adjunct Faculty (teach “Applied Epidemiology Using R”)</i>	<b>Berkeley</b> 2004– ...

## Academic Honors & Awards

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<b>University of California, Berkeley</b> <i>Ernest B. Collins Award, Awarded for academic achievement and community service</i>	<b>Berkeley</b> June, 1983
<b>Awarded while at Harvard Medical School</b> <i>National Hispanic Scholarship</i>	<b>Boston, MA</b> 1985
<b>Harvard Medical School</b> <i>Harvard Medical School Graduate Award, Awarded for academic and community service</i>	<b>Boston, MA</b> June, 1988
<b>Department of Medicine, UC San Francisco / SF General Hospital</b> <i>Julius R. Krevans Award for Clinical Excellence</i> In recognition of excellence in patient care, as exemplified by clinical competence, professional conduct, compassion for patients and outstanding interaction with all levels of staff, including peers.	<b>San Francisco</b> July, 1989
<b>UC Berkeley School of Public Health</b> <i>Warren Winkelstein Epidemiology Award</i> In recognition of outstanding contributions to the field of epidemiology during doctoral graduate studies.	<b>Berkeley</b> May, 2000
<b>City and County of San Francisco</b> <i>Latino Heritage Award in Health and Medicine</i> In recognition to protecting and promoting community health and equity in San Francisco.	<b>San Francisco, CA</b> Oct, 2012
<b>Applied Public Health Statistics, American Public Health Association</b> <i>Achievement in Government Award</i> In recognition for outstanding contributions to statistics and public health in government.	<b>Washington, DC</b> Nov, 2018

## Professional Certifications & Memberships

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<b>Stanford University, Center for Professional Development</b> <i>Certification in Strategic Decision and Risk Management in Healthcare</i>	<b>California</b> 2015–2017
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Certificate awarded in 2016. Completed Stanford University courses below:<sup>a</sup>

- XSDR120-080: Decision Quality
- XSDR122-043: Decision Analysis
- XSDR123-021: Managing Risk in Healthcare Organizations
- XSDR220-043: Biases in Decision-Making
- XSDR221-041: Strategic Innovation and Design Thinking
- XSDR222-041: Value-Driven Enterprise Risk Management
- XSDR225-011: Collaborative Decision-Making and Negotiation
- XSDR226-009: Scenarios and Effective Forecasting
- XSDR320-035: Advanced Decision Analysis
- XSDR321-060: Modeling for Strategic Insight
- XSDR322-053: Leading Strategic Decision-Making
- XSDR420-012: Decision Quality Practicum
- XAPM110-122: Converting Strategy into Action (advanced portfolio/project management)

<sup>a</sup> In 2015, completed business courses in accounting, corporate finance, economics, marketing and

analytics from California State University, Dominguez Hills.

<b>Medical Board, State of California</b> <i>Physician and Surgeon, License G 068687</i>	<b>California</b> 1991– ...
<b>American Board of Internal Medicine, No. 139201</b> <i>Diplomate in Internal Medicine, Certified 09/25/1991, Re-certified 11/07/2001</i>	<b>California</b> 1991–2011
<b>American College of Physicians-American Society of Internal Medicine</b> <i>Member</i>	1991– ...
<b>American Public Health Association</b> <i>Member</i>	2010– ...
<b>San Francisco Marin Medical Society</b> <i>Board member</i>	2011– ...

## Scientific Committee Service

**Latinx Center of Excellence, UCSF Center for Vulnerable Populations**      **San Francisco, CA**  
*Committee Member*      2018–present

Partner with Hispanic Serving Institutions to increase the number of students competitive for medical school admissions; Create a leadership enrichment summer program to enhance Latino/URM medical student ability to compete for highly competitive residency programs; Double the proportion of Latino faculty through the creation of (a) an academic career program that will target Latino/other URM residents, and (b) a faculty academic development program that will enhance our ability to recruit and promote Latino/URM faculty; Review and revise UCSF SOM curriculum to ensure key competencies in care of Latinos are taught and assessed; Expand a highly successful research program for UCSF Latino/URM medical students and undertake activities that will expand Latino population-oriented research at UCSF; and Expand off-campus clinical training with highly vulnerable Latino patients for Latino and non-Latino medical students.

**Governor’s Advisory Committee on Precision Medicine**      **Sacramento, CA**  
*Committee Member*      2017–present

Precision medicine uses data-driven tools and analysis to develop new diagnostics, therapies and insights into health and disease. Governor Brown announced the California Initiative to Advance Precision Medicine (<http://www.ciapm.org/>) in April 2015 as the first-in-the-nation, state-level effort to fund focused precision medicine projects to improve care and treatment for specific diseases. The committee advises the Governor’s Office on emerging precision medicine policy issues, such as data sharing and data privacy within and across technology platforms and tools; clinical utility of precision medicine approaches to care; patient and provider engagement and education; and economic impact and sustainability of precision medicine-based treatments. The committee also provides recommendations on further actions the public and private sectors can take to integrate precision medicine into health care. Press release here: <https://www.gov.ca.gov/news.php?id=19987>.

**UCSF Center for Community Engagement (CCE) Council**      **San Francisco, CA**  
*Council Member*      2014–present

The Center for Community Engagement (CCE) coordinates and facilitates UCSF community-academic-health/healthcare partnerships to promote civic engagement and foster health and well-being. CCE leverages UCSF’s role as an anchor institution with the goals of creating opportunity, advancing equity and improving health outcomes in under resourced communities.

**Institute of Medicine**      **Washington, DC**  
*Committee Member*      2012–2012

Committee on the Assessment of Studies of Health Outcomes Related to the Recommended Childhood Immunization Schedule. Review safety of childhood immunization schedule, and review and recommend research study designs and methods to assess the safety and population health outcomes of making changes to the schedule. Final Report: IOM (Institute of Medicine). 2013. *The childhood immunization schedule and safety: Stakeholder concerns, scientific evidence, and future studies*. Washington, DC: The National Academies Press. Available at [http://www.nap.edu/catalog.php?record\\_id=13563](http://www.nap.edu/catalog.php?record_id=13563)

## Centers for Disease Control and Prevention

Atlanta, CA

Member

2008–2011

National Biosurveillance Advisory Subcommittee. Provide counsel to the CDC and Federal Government regarding a broad range of human health surveillance issues arising from the development and implementation of a roadmap for the human health component of a national biosurveillance system. Final report: Report to the Advisory Committee to the Director, CDC. *Improving the Nation's Ability to Detect and Respond to 21 st Century Urgent Health Threats: Second Report of the National Biosurveillance Advisory Subcommittee*. April, 2011. Available at [http://www.cdc.gov/about/pdf/advisory/nbasfinalreport\\_april2011.pdf](http://www.cdc.gov/about/pdf/advisory/nbasfinalreport_april2011.pdf)

## Centers for Disease Control and Prevention

Atlanta, GA

Member

2008–2009

Biosurveillance Measurement Workgroup, Outcome Monitoring and Evaluation Branch, Division of State and Local Readiness, Coordinating Office for Terrorism Preparedness and Emergency Response, CDC. Developed a standardized and robust set of performance measures for CDC's Public Health Emergency Preparedness Cooperative Agreement. Final report available at [http://www.cdc.gov/about/pdf/advisory/nbasfinalreport\\_april2011.pdf](http://www.cdc.gov/about/pdf/advisory/nbasfinalreport_april2011.pdf)

## Centers for Disease Control and Prevention

Atlanta, GA

Expert Consultant

1998

Resulted in this publication: CDC. Recommendations for prevention and control of hepatitis C virus (HCV) infection and HCV-related chronic disease. *MMWR* 1998;47 (No. RR-19). Available from <http://www.cdc.gov/MMWR/PDF/rr/rr4719.pdf>

## Teaching Experience

University of California, Berkeley, School of Public Health.....

### Division of Epidemiology

Berkeley

Instructor

1995– ...

- PH 251D: Applied Epidemiology Using R, 2004–...
- PH 253B: Epidemiology and Control of Infectious Diseases, 2006, 2008–2011
- PH 257B: Public Health Preparedness and Emergency Response, 2008–2010
- PH 252: Intervention Trial Design, 2008
- PH N257: Essential Field Epidemiology: Outbreak Investigations, 2004–2006 (Summer School)
- PH 257: Outbreak Investigation, 2006
- PH 298: Epidemiologic Analysis, Covered Dr. Steve Selvin course who was on sabbatical
- PH 298: Core Infectious Disease Emergency Readiness, 2005
- PH 298: Essentials of Public Health Epidemiology, 2004
- PH 298: Designing a Public Health Research Protocol, 2004
- PH 298: Epidemiologic Methods for the Study of Infectious Diseases, 2004, 2005
- PH 250B: Epidemiologic Methods II, Co-taught with Drs. Patricia Buffler and Joseph Eisenberg
- PH 250A: Advanced Epidemiologic Methods I, 1996
- PH 250C: Advanced Epidemiologic Methods III, Graduate Student Instructor, 1995

University of California, San Francisco.....

### Department of Epidemiology & Biostatistics

San Francisco

Instructor

1995–2000

- Advanced Training in Clinical Research (ATCR), 1998–2000
- Outcomes Research And CLinical Epidemiology (ORACLE), 1995,1997

## Scientific, technical and creative works

Contributions to equity and health equity.....

1. **Aragón TJ**. Workplace power, privilege, and equity: What's the connection? Population Health blog. Jun 2018. URL: <http://bit.ly/workplace-equity>

2. Grumbach K, Vargas RA, Fleisher P, **Aragón TJ**, Chung L, Chawla C, Yant A, Garcia ER, Santiago A, Lang PL, Jones P, Liu W, Schmidt LA. Achieving Health Equity Through Community Engagement in Translating Evidence to Policy: The San Francisco Health Improvement Partnership, 2010–2016. *Prev Chronic Dis*. 2017 Mar 23;14:E27. PMID: 28333598. URL: [https://www.cdc.gov/pcd/issues/2017/16\\_0469.htm](https://www.cdc.gov/pcd/issues/2017/16_0469.htm)
3. **Aragón TJ**, Lichtensztajn DY, Katcher BS, Reiter R, Katz MH. Calculating expected years of life lost for assessing local ethnic disparities in causes of premature death. *BMC Public Health*. 2008 Apr 10;8:116. PMID: 18402698; PMCID: PMC2386472. URL: <http://bit.ly/premature-deaths-sf>
4. **Aragón TJ**, Lichtensztajn DY, Katcher BS, Reiter R, Katz MH. Calculating Expected Years of Life Lost to Rank the Leading Causes of Premature Death in San Francisco. San Francisco Department of Public Health. July 24, 2007. [http://www.sfdph.org/dph/files/reports/StudiesData/CHE\\_Rpt07242007C.pdf](http://www.sfdph.org/dph/files/reports/StudiesData/CHE_Rpt07242007C.pdf)
5. **Aragón T**. Mortality Burden of Disease and Injury: Concepts, Methods, and Applications. Doctoral Thesis, Spring 2000, Division of Public Health Biology and Epidemiology, School of Public Health, University of California at Berkeley
6. **Aragón T**, Reiter R, Katcher B. San Francisco Burden of Disease & Injury Study: Mortality Analysis 1990-1995. Report. Community Health Epidemiology & Disease Control, San Francisco Department of Public Health, December 1998, <https://www.sfdph.org/dph/files/reports/StudiesData/DiseaseInjury/bdi9095b1.pdf>
7. Glaser ER, Davis MM, **Aragón T**. Cancer Incidence Among Residents of the Bayview-Hunters Point Neighborhood, San Francisco, California 1993-1995. Report. California Cancer Registry, California Department of Health Services. January 1998, <https://www.sfdph.org/dph/files/reports/StudiesData/DiseaseInjury/bvhuntca.pdf>

#### Contributions to leadership, management and performance improvement.....

1. **Aragón TJ** and Garcia B. We will be the best at getting better! An introduction to population health lean. eScholarship.org 2017; URL: <http://www.escholarship.org/uc/item/825430qn>
2. **Aragón TJ**. The 7 Principles of Building Trust. Population Health blog. Oct 2017. URL: <http://bit.ly/phd-trust>
3. **Aragón TJ** PDSA problem-solving: With a gentle introduction to double-loop learning, program theory, and causal graphs. eScholarship.org 2017; URL: <http://www.escholarship.org/uc/item/8wp451vd>.
4. **Aragón TJ**, Garcia BA; the Population Health Division Leadership Team. Designing a learning health organization for collective impact. *J Public Health Manag Pract*. 2015 January/February;21 Suppl 1, Big City Health Departments: Leadership Perspectives:S24-S33. PMID: 25423053. <https://goo.gl/tyAJmK>
5. **Aragón TJ** What is your leadership equation? Staff communiqué 2015. URL: <http://bit.ly/leadership-equation>
6. **Aragón TJ**, Mier HM, Payauys T, Siador CS. Project Management for Health Professionals. eScholarship.org 2012; URL: <https://escholarship.org/uc/item/7bb8b9pw>.

#### Contributions to behavioral health.....

1. Garcia BA, **Aragón TJ** and Scientific Leadership Team. Syringe access, disposal and recovery to protect the public's health. San Francisco Department of Public Health. August, 2018. URL: <https://escholarship.org/uc/item/2r7298jr>
2. Katcher BS, Reiter RB, **Aragón TJ**. Estimating alcohol-related premature mortality in San Francisco: use of population-attributable fractions from the global burden of disease study. *BMC Public Health*. 2010 Nov 9;10:682. PMID: 21062479; PMCID: PMC3091581.



3. Bangsberg DR, Rosen JI, **Aragón T**, Campbell A, Weir L, Perdreau-Remington F. Clostridial myonecrosis cluster among injection drug users: A molecular epidemiology investigation. *Arch Intern Med*. 2002 Mar 11;162(5):517-22. PMID: 11871919.
4. Bermudez R, Brandon J, **Aragón T**. Causes of Mortality Among Homeless Persons Identified from Medical Examiner Records 1997. Report. Community Health Epidemiology & Disease Control, San Francisco Department of Public Health, November 1998

#### Contributions to data science and mathematical modeling.....

1. **Aragón TJ**. Population health thinking with Bayesian networks. eScholarship.org; Nov 2018. Available from <https://escholarship.org/uc/item/8000r5m5>
2. **Aragón TJ**. Criteria weights for decision making—the easy way. Population Health blog. Aug 2018. URL: <http://bit.ly/2BXPeoD>
3. **Aragón TJ**. Program theory is for the DAGs! Population Health blog. Part 1 (Dec 2017 URL: <http://bit.ly/2CpsuyM>) and Part 2 (Mar 2018. URL: <http://bit.ly/2pCB6tG>)
4. **Aragón TJ**. How you actually make decisions will surprise you. Population Health blog. Dec 2017. URL: <http://bit.ly/2pzwyEf>
5. **Aragón TJ** (software package). *epitools: R Package for Epidemiologic Data and Graphics*. URL: <https://cran.r-project.org/web/packages/epitools/index.html>.
6. **Aragón TJ**. Practical L<sup>A</sup>T<sub>E</sub>X for the Health Sciences (updated 2016) eScholarship.org 2016; URL: <https://escholarship.org/uc/item/30c2r01g>.
7. Liu F, Enanoria WT, Ray KJ, Coffee MP, Gordon A, **Aragón TJ**, Yu G, Cowling BJ, Porco TC. Effect of the one-child policy on influenza transmission in China: A stochastic transmission model. *PLoS ONE*. 2014 Feb 6;9(2):e84961. doi: 10.1371/journal.pone.0084961. PMID: 24516519.
8. **Aragón TJ**, et al. (2012) Deriving Criteria Weights for Health Decision Making: A Brief Tutorial. eScholarship.org; URL: <https://escholarship.org/uc/item/52755837>.
9. Porco TC, Holbrook KA, Fernyak SE, Portnoy DL, Reiter R, **Aragón TJ**. Logistics of community smallpox control through contact tracing and ring vaccination: A stochastic network model. *BMC Public Health*. 2004 Aug 6;4:34. PMID: 15298713; PMCID: PMC520756.
10. Porco TC, **Aragón TJ**, Fernyak SE, Cody SH, Vugia DJ, Katz MH, Bangsberg DR. Risk of infection from needle reuse at a phlebotomy center. *Am J Public Health*. 2001 Apr;91(4):636-8. PMID: 11291380; PMCID: PMC1446637.
11. Porco TC, **Aragón TJ**, Fernyak SE, Cody SH, Vugia DJ, Katz MH, Bangsberg DR. Quantitative risk assessment for needle reuse at a phlebotomy center: parameter estimation, scenario evaluation, and sensitivity analysis. Technical Report, San Francisco Department of Public Health. May 22, 2000, <https://www.sfdph.org/dph/files/reports/StudiesData/ndlreuse.pdf>

#### Contributions to public health, especially disasters, outbreaks, and communicable diseases.....

1. McCoy SI, **Aragón TJ**, and Reingold A (book chapter). “Epidemiology and Control of Infectious Diseases” (*in press*)
2. **Aragón TJ**. The 7 habits of uninfected people. Population Health blog. Apr 2018. URL: <http://bit.ly/2zTlGXY>
3. **Aragón TJ**. Investigation of aconite poisoning from consumption of Chinese herbal tea. San Francisco Department of Public Health. July 10, 2017.
4. **Aragón TJ** & Garcia BA. Outbreak of Shiga Toxin-Producing *Escherichia coli* O157 Infection Associated with a Restaurant. San Francisco Department of Public Health. December 23, 2017. URL: <http://www.escholarship.org/uc/item/44m2t9wm>
5. Hunter MD, Hunter JC, Yang JE, Crawley AW, **Aragón TJ**. Public Health System Response to Extreme Weather Events. *J Public Health Manag Pract*. 2015 Jan 9. PMID: 25581272.

6. Enanoria WT, Crawley AW, Hunter JC, Balido J, **Aragón TJ**. The epidemiology and surveillance workforce among local health departments in California: Mutual aid and surge capacity for routine and emergency infectious disease situations. *Public Health Rep.* 2014;129 Suppl 4:114-22. PMID: 25355982.
7. Chu PL, Nieves-Rivera I, Grinsdale J, Huang S, Philip SS, Pine A, Scheer S, **Aragón T**. A public health framework for developing local preventive services guidelines. *Public Health Rep.* 2014 Jan;129 Suppl 1:70-8. PMID: 24385652; PMCID: PMC3862992.
8. Hunter JC, Yang JE, Crawley AW, Biesiadecki L, **Aragón TJ**. Public health response systems in-action: learning from local health departments' experiences with acute and emergency incidents. *PLoS ONE.* 2013 Nov 13;8(11):e79457. doi: 10.1371/journal.pone.0079457. PMID: 24236137; PMCID: PMC3827361.
9. Enanoria WT, Crawley AW, Tseng W, Furnish J, Balido J, **Aragón TJ**. The epidemiology and surveillance response to pandemic influenza A (H1N1) among local health departments in the San Francisco Bay Area. *BMC Public Health.* 2013 Mar 27;13:276. doi: 10.1186/1471-2458-13-276. PMID: 23530722; PMCID: PMC3681650.
10. **Aragón TJ**, San Francisco plastic-bag ban associated with 46% increase in foodborne illness deaths—Not! The Berkeley Blog. Feb 2013. URL: [http://blogs.berkeley.edu/wp-content/uploads/2013/02/SF-Health-Officer-MEMO-re-Reusable-Bag-Study\\_V8-FIN1.pdf](http://blogs.berkeley.edu/wp-content/uploads/2013/02/SF-Health-Officer-MEMO-re-Reusable-Bag-Study_V8-FIN1.pdf)
11. Hunter JC, Crawley AW, Petrie M, Yang JE, **Aragón TJ**. Local Public Health System Response to the Tsunami Threat in Coastal California following the Tōhoku Earthquake. *PLoS Curr.* 2012 Jul 16;4:e4f7f57285b804. doi: 10.1371/4f7f57285b804. PMID: 22953236; PMCID: PMC3426142.
12. Hunter JC, Yang JE, Petrie M, **Aragón TJ**. Integrating a framework for conducting public health systems research into statewide operations-based exercises to improve emergency preparedness. *BMC Public Health.* 2012 Aug 20;12:680. doi: 10.1186/1471-2458-12-680. PMID: 22905991; PMCID: PMC3505730.
13. Hunter JC, Rodríguez DC, **Aragón TJ**. Public health management of antiviral drugs during the 2009 H1N1 influenza pandemic: a survey of local health departments in California. *BMC Public Health.* 2012 Jan 25;12:82. doi: 10.1186/1471-2458-12-82. PMID: 22276659; PMCID: PMC3323435.
14. **Aragón TJ** (2011). *Epidemiologic Concepts for the Prevention and Control of Infectious Diseases.* eScholarship.org; URL: <https://escholarship.org/uc/item/7687z08g>.
15. **Aragón TJ**, Adam Crawley, Norma Martinez-Rubin. The Seasonal and Pandemic Influenza Vaccination Assessment Toolkit. Oct 2010. URL: <http://www.escholarship.org/uc/item/76g7r8gz>
16. Vukotich CJ Jr, Coulborn RM, **Aragón TJ**, et al. Findings, gaps, and future direction for research in nonpharmaceutical interventions for pandemic influenza. *Emerg Infect Dis.* 2010 Apr;16(4):e2. PMID: 20350370.
17. Aiello AE, Coulborn RM, **Aragón TJ**, et al. Research findings from nonpharmaceutical intervention studies for pandemic influenza and current gaps in the research. *Am J Infect Control.* 2010 May;38(4):251-8. Epub 2010 Mar 12. Review. PMID: 20226569.
18. **Aragón TJ**, Vugia DJ, Shallow S, Samuel MC, Reingold A, Angulo FJ, Bradford WZ. Case-control study of shigellosis in San Francisco: the role of sexual transmission and HIV infection. *Clin Infect Dis.* 2007 Feb 1;44(3):327-34. Epub 2006 Dec 29. PMID: 17205436.
19. Enanoria W, Anglemeyer A, **Aragón TJ**. Washoe County Needs Assessment of Medical Providers. Center for Infectious Disease Preparedness, University of California at Berkeley, August 2005 <http://www.idready.org/pubs/WashoeNeedsAssessReport-Final.pdf>
20. **Aragón TJ**, Fernyak SE. The risks and benefits of pre-event smallpox vaccination: where you stand depends on where you sit. *Ann Emerg Med.* 2003 Nov;42(5):681-4. Review. PMID: 14581921.
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## General description of current roles and responsibilities

Under the policy direction of the San Francisco Health Commission, this position performs two major functions: Local Health Officer for the City and County of San Francisco, and Director of the Population Health Division.

### Local Health Officer, City and County of San Francisco.....

The Local Health Officer (LHO) exercises leadership and legal authority to protect and improve health in SF. The LHO assesses the community's health to guide local government's mandated health protection functions. The LHO keeps the governing body informed about all health issues that affect the jurisdiction, and provides advice on medical and public health policy issues.

The LHO is the medical authority who interacts with all segments of the community to lead in the design and implementation of public health policies and programs. The LHO exercises legal authority in a public health emergency, including bioterrorism or infectious diseases. The LHO ensures the effectiveness of mandated health protection functions of local government, including communicable disease control, maternal and child health, emergency services and disaster preparedness, public health lab services, environmental health, vital statistics, and chronic disease prevention.

The LHO is the appointed physician authorized to exercise state police powers, such as isolation and quarantine, to prevent further spread of disease. The LHO enforces local health orders and ordinances, and orders and rules prescribed by the state health department, and the statutes related to public health. The LHO is the local health authority and advisee to stakeholders, such as physicians, hospitals, schools, elected officials, and the general public.

The LHO's roles requires a blend of medical and leadership skills. The LHO's medical training and experience is essential for credibility. To fulfill these mandates and trusts, the LHO must be a physician who has broad skills and knowledge, including clinical medicine; public health, including epidemiology, biostatistics, communicable disease control, environmental health, disaster and emergency response, maternal and child health, and chronic disease prevention; and effective leadership, management, and communication skills.

### Director, Population Health Division (PHD).....

The PHD Director is responsible for the vision, mission, strategy, leadership and administration of the PHD. The PHD is responsible for core public health services across the city, and consists of the following Branches: Environmental Health; Community Health Equity and Promotion; Disease Prevention and Control; Emergency Medical Services Agency; Public Health Preparedness and Response; Office of Policy Development; Epidemiology and Surveillance; Center for Innovation and Learning; Center for Public Health Research; Bridge HIV (HIV research); and Office of Operations, Finance, and Performance Management.

The PHD Director leads efforts to achieve and maintain public health accreditation. He or she ensures the core public health functions and the 10 essential public health services: (1) conducting and disseminating assessments on population health status; (2) investigating health problems and environmental health hazards in the community; (3) informing and educating people about public health issues and functions; (4) engaging the community to identify and address health problems; (5) developing public health policies and plans; (6) enforcing public health laws that protect health and ensure safety; (7) promoting strategies to improve access to health care services; (8) ensuring a competent workforce and professional growth; (9) ensuring continuous quality and performance improvement; and 10) contributing to and applying the evidence base of public health.