

DR. LATWEIKA A.T. SALMON-TREJO

Senior public health leader, epidemiologist, and consultant with 10+ years of experience designing evidence-based programs, developing strategic initiatives, and leading cross-sector collaborations that improve population health. Expertise in translating complex health, operational, and fiscal data into actionable strategies, educational resources, and program evaluations that inform decision-making and drive measurable outcomes. Proven success managing multidisciplinary teams, developing partnerships, securing stakeholder engagement, and implementing initiatives spanning infectious disease, chronic disease prevention, health equity, community health, and organizational capacity building.h.

SKILLS

Strategic Planning	Program Performance Metrics	Program Evaluation
Partnership Development	Team Development & Workflows	Policy/Legislative Analysis
Organization Management	Social Determinants of Health	Grant Writing & Management
Project Management	Community Engagement	Stakeholder Engagement
Budget and Fiscal Management	Data Analysis & Visualization	Health Communications
Community Health Needs Assessment	(SAS, R, SQL, Power BI)	Health Education

PROFESSIONAL EXPERIENCE

Florida Department of Health | Orlando, FL | 01/30/2026 – PRESENT
Section Manager Chronic Disease and Bureau of Violence & Injury Prevention

- Provide strategic leadership and administrative oversight for Violence & Injury Prevention and Chronic Disease Prevention programs, directing planning, implementation, and evaluation of evidence-based initiatives to improve community health outcomes.
- Provide strategic leadership and administrative oversight for multiple state- and federally funded public health programs, directing project planning, implementation, evaluation, and continuous quality improvement to improve population health outcomes.
- Build and sustain partnerships with healthcare providers, hospital systems, community-based organizations, local government agencies, and other stakeholders to expand preventive services, coordinate community outreach, and advance evidence-based public health initiatives.

- Develop and deliver technical assistance, presentations, health education, and communication strategies for healthcare professionals, community partners, and the public to increase awareness of public health priorities and strengthen stakeholder engagement.
- Analyze surveillance, program, and community health data to evaluate program performance, monitor grant deliverables, prepare executive reports, and translate findings into data-driven recommendations for leadership and funding agencies.
- Supervise multidisciplinary staff while managing multiple concurrent projects, grant activities, budgets, work plans, and contractual deliverables, ensuring timely completion of organizational priorities and compliance with state and federal requirements.

Florida Commerce | Tallahassee, FL | 06/11/2025 – 12/22/2025

BUREAU OF FINANCIAL MANAGEMENT- GOVERNMENT OPERATIONS CONSULTANT III

- Executed and monitored drawdowns across multiple funding streams, independently determining timing, adjustments, and expenditure transfers to balance debits and credits; ensured compliance with budget authority and maximized cash-flow efficiency.
- Redesigned fiscal grant reporting and annual spending plans across 14 grants and 50 sub recipients, leveraging SQL, Power Query, and Excel pivot tables to integrate time-elapsd benchmarks, variance analysis, and revenue/cost projections—enhancing executive reporting, risk monitoring, and oversight of multimillion-dollar disbursements.
- Reconciled three fiscal years (FY 2022–2025) of American Rescue Plan (ARP) accounts across multiple funding streams, producing schedules that informed strategic budget planning and maintained state and federal compliance.
- Performed routine multi-fund reconciliations and tracked spend-versus-budget in FLAIR, MFMP, and Axiom Pro, swiftly resolving variances that safeguarded audit readiness and guided transparent use of community-benefit dollars.
- Authorized and reviewed multi-million-dollar purchase requests, evaluating alignment with budget appropriations, cash-flow forecasts, fringe benefits, and delegated release authority for operational and community-benefit expenditures.
- Directed end-to-end grant operations (award → closeout), built calendarized SOPs, reconciled to PMS/NOO/NOA records, and partnered with procurement, contractors, and senior leaders to streamline disbursements, provide budget training, and ensure timely, compliant spending aligned with equity goals

University of Florida | Gainesville, FL | 02/18/2022 – 08/25/2025

DIVISION OF INFECTIOUS DISEASES & GLOBAL MEDICINE: RESEARCHER

- Designed and conducted statewide research in collaboration with Florida Department of Health (FDOH) TB Program and Bureau of Public Health Laboratory (BPHL) on antimicrobial resistance (AR) in isolates of Mycobacterium tuberculosis (Mtb.) taken from 250 specimens using whole genome sequencing (WGS) to identify resistance patterns and delayed treatment responses, enabling early identification of high-risk patient populations and prioritization of targeted prevention measures in hospital and community settings.
 - Identified AR in 31.8% of specimens, of which, 58.2% were associated with uncertain resistance as cataloged by the World Health Organization leading to multi-drug resistance, and delayed sputum conversion at 30,60, and 90 days indicating prolonged or delayed infection.
- Applied molecular surveillance methods to evaluate tuberculosis transmission patterns across Florida, analyzing > 300 genomic isolates and contact-tracing data to test 5-SNP vs 10-SNP thresholds for cluster detection. The analysis showed that expanding to 10 SNPs improved identification of genetically related

transmission pairs by 28%, informing refinement of outbreak-detection protocols and strengthening infection-prevention surveillance capacity statewide.

- Conducted epidemiological analysis for a national cohort of 993 tuberculosis patients receiving short course clinical antimicrobial preventive regimens (Open Forum Infectious Diseases, 2024), identifying behavioral and environmental risk factors for therapy discontinuation. Findings revealed a 17-point difference in completion (86% vs 69%) and key predictors (substance misuse HR 12.0; congregate living HR 21.0), informing antimicrobial-stewardship priorities and infection-prevention strategies to improve adherence in public-health program settings.
- Evaluated adherence to preventive therapy in high-risk patients across multiple care sites, identifying medication-specific completion disparities and quantifying the impact of social and environmental risk factors, providing data to guide infection prevention strategies and focus staff training on vulnerable populations.

The Department of Children and Families (DCF) | Tallahassee, FL | 02/21/2025 – 04/29/2025
OFFICE OF OPIOID RECOVERY: EPIDEMIOLOGIST

- Architected performance-tracking tools (macro-enabled Excel workbooks & structured Word reports) to monitor \$205.7 million dollars in opioid settlement expenditures strategically aligning investments with community health priorities and ensuring compliance under Statute 397.99.
- Developed and delivered virtual training on standardized reporting templates to 50+ partners—equipping program managers to quantify interventions, track county-level spending, and optimize resource allocation.
 - Authored SOPs and evaluation rubrics/templates to streamline team workflows, elevate data quality across agencies, and drive evidence-based decision making for executive leadership and internal/external partners.
- Led a statewide assessment of Florida’s Hospital and Emergency Management Services (EMS) Bridge Programs for medication-assisted treatment (MAT); integrated hospital-discharge, BRFSS, TEDS-A, NSDUH, and DCF datasets to evaluate rapid buprenorphine initiation, behavioral health pathways, and provider capacity—identifying service gaps and recommending expanded MAT offerings that were adopted as high priority items in subsequent community health needs assessments (CHNA) and resource allocation plans for underserved Opioid use disorder (OUD) populations.
- Conducted a statewide psychiatric capacity analysis benchmarking forensic & civil bed availability and utilization to inform CHNA infrastructure priorities and underpin a Legislative Budget Request (LBR) for expanded mental health treatment facilities informing the addition of two new facilities in strategic plans.
- Identified methodological gaps in a SIDR forecasting model and implemented a Bayesian MCMC alternative averting budget misallocation, strengthening actuarial projections, and bolstering predictive validity for community-benefit planning.
- Chaired cross-sector Community Collaborative Councils with Department of Health (DOH), Agency for Health Care Administration (AHCA), law enforcement, and behavioral healthcare providers—integrating stakeholder insights into CHNA-driven Community Health Plan development and execution.
- Contributed to the development of CSTE-aligned legislative guidance that standardized substance use disorder case definitions, driving improved data interoperability and enabling more coordinated, data informed responses across healthcare and public health systems.

Higher Heights Consulting, Inc | Daytona, FL | 05/03/2024 – 01/10/2025

SENIOR PUBLIC HEALTH CONSULTANT III

- Directed a full Community Health Needs Assessment —integrated hospital-discharge, BRFSS, and CDC Social vulnerability data; produced a 30-page report and interactive Power BI dashboards that conveyed priority health issues and informed divisional community-benefit strategy for social impact.
- Performed root-cause and budget-impact analyses on identified gaps, then designed a six-month, equity focused improvement plan with VMOSA/SWOT logic models, outcome indicators, phased Gantt timelines, and a \$1.2 M resource-tracking dashboard that aligns expenditures with measurable health outcomes.
- Built a sustainable community-benefit infrastructure: supported formation of a 20-member cross-sector council, trained 25+ staff in logic-model evaluation, and guided launch of mobile diabetes-screening and school-based asthma-education initiatives—amplifying stakeholder engagement and driving data informed population-health improvements
- Developed infographics, one-page briefs, and executive slide decks to translate program results for executive board, community partners, and C-suite leaders; authored foundation grant proposals that secured 60 % of implementation funding and strengthened partnership development.

The Centers for Disease Control | Atlanta, GA | 02/28/2022 – 11/7/2024

DIVISION OF TUBERCULOSIS (TB) ELIMINATION: EPIDEMIOLOGIST

- Delivered semi-annual surveillance briefings as CDC Public Health Officer for OR, FL, IN, OH, IL, KY, and WV—turned epidemiological and community health insights into prioritized, evidence-based interventions, aligned community-benefit budgets with strategic goals, and produced region-specific impact reports that documented measurable gains in outcomes to address disparities.
- Translated complex epidemiological and social-determinant data from 50 + jurisdictions into SAS/R/Power BI dashboards and a 10-year burden projection adopted by CDC leadership to steer national resource allocation and presented findings at the National TB Conference April 2024.
- Co-led the 2023 National Tuberculosis Surveillance System Annual Report, adding new SDOH indicators and mentoring state programs on data quality, performance metrics, and federal-reporting standards.
- Engineered an automated data-request workflow for partners such as WHO, ACHA, and USAID—cut turnaround time 30 % and provided rapid, standardized metrics now used in community-impact tracking systems.
- Coordinated multi-state partnerships to align strategic-plan activities with federal funding requirements (e.g., TB ARPA key indicators); resolved IT/data-system errors and elevated reporting accuracy.
- Collaborated with federal, county, and academic teams to evaluate cluster-investigation tactics and cost effectiveness of digital adherence tools; findings informed national treatment guidelines and directed funding toward equity-focused interventions.
- Conducted a systematic review and meta-analysis of Video Directly Observed Therapy (VDOT), contributing to 2023 CDC treatment guidelines by evaluating implementation effectiveness and cost efficiency.

- Led surveillance analysis supporting CDC’s \$27M Uniting for Ukraine TB initiative by identifying MDR-TB risk among Ukrainian parolees; aligned funding strategy with emergent community health needs and informed national screening protocols through stakeholder-driven, data-informed decision making.

The Centers for Disease Control (CDC) | Atlanta, GA | 02/28/2022 – 11/7/2024
Diversity, Equity, Inclusion, Accessibility & Belonging (DEIAB) | COUNCIL COMMITTEE HEAD

- Provided program leadership and developed the 2024 agency-wide Black History Month initiative with SEP and OEEOWE—coordinated vendors, staff workgroups, and a live expert panel to embed DEIAB principles into organizational culture, showcasing the culturally competent engagement skills required to convene the CDC’s National Center for HIV, Viral Hepatitis, STD, and TB Prevention (NCHSSTP) stakeholder coalitions.
- Conceived and delivered an equity-focused arts-and-culture program that earned a CDC Workplace Equity Innovation Award nomination, illustrating the ability to design high-impact, cross-sector initiatives and mobilizing diverse partners around community-benefit priorities.

The Centers for Disease Control (CDC) | Atlanta, GA | 10/7/2022 – 01/11/2023
MPOX OUTBREAK RESPONSE TEAM LEAD

- Directed a national outbreak response team of 17 public health practitioners (epidemiologists, data analysts, clinicians and information system programmers), overseeing surveillance reporting, data validation, and intergovernmental case coordination across 50+ U.S. jurisdictions.
- Led strategic briefings for CDC executives and global partners (including WHO), aligning outbreak metrics with public health response priorities and advancing international coordination strategies.
- Delivered daily and weekly surveillance updates to CDC leadership; resolved cross-system data discrepancies in partnership with Informatics and Epi Task Force teams, ensuring accurate and cohesive national reporting.
- Managed quality control for Mpox case data, supporting mortality investigations, validating daily case counts, and approving state-submitted reports for publication and public dissemination.
- Oversaw the development and refinement of technical guidance, data collection tools, and manuscript content for peer-reviewed publication (e.g., MMWR), strengthening state-level data collection and national reporting protocols.

Florida Department of Health | Tallahassee, FL | 10/08/2018 – 02/22/2022
TB MOLECULAR SURVEILLANCE EPIDEMIOLOGIST

- Developed a statewide Structured Query Language (SQL)-driven alert platform that tracks patient progress and flags communities with rising transmission—giving leaders real-time metrics to target resources, evaluate program impact, and feed data into the next Community Health Needs Assessment (CHNA).
- Defined and rolled out performance indicators that tie treatment health outcomes and outbreak triggers to grant deliverables, ensuring surveillance spending stays aligned with strategic objectives and community benefit goals.

- Designed an integrated data warehouse and standardized review template that merged EMR, genomic, and epidemiological information, improving decision support for county partners and accelerating response workflows.
- Conducted advanced SAS/R analyses across three surveillance systems to map disease trends and social determinant hot spots using Geographic Information System (GIS), supplying evidence for community health planning sessions and equity-focused improvement plans.
- Delivered a statewide training curriculum to 67 counties across internal/external stakeholders on genomic epidemiology, molecular surveillance, and data interpretation, strengthening county health department capacity and building the cross-sector relationships needed for collaborative community benefit initiatives.
- Authored monthly analytic reports using Microsoft office products and Adobe and Fox-it Phantom to articulate sensitive community health findings regarding health outcomes and disease transmission (e.g., *Clusters of Interest*, *Molecular Surveillance Quarterly*) using GIS, Visio, and PowerPoint to inform CDC decision-making and guide national TB strategy.

Florida Department of Health | Tallahassee, FL | 03/12/2020-05/29/2021

COVID-19 SENIOR PUBLIC HEALTH ADVISOR III

- Led case investigation and contact tracing operations during Florida's COVID-19 emergency response, supporting outbreak control and surge capacity in Broward County for priority setting.
- Conducted field-based outbreak investigations and delivered rapid training on case identification and contact protocols to strengthen local response infrastructure in Broward County as an expert public health advisor.
- Assessed public health infrastructure gaps (e.g., staffing, protocols, data flows) and recommended improvements to enhance intervention efficiency, safety, and serve as content expert and lead.
- Oversaw lab data management for PCR and rapid tests in Merlin, ensuring timely, accurate reporting aligned with state surveillance protocols and federal reporting standards.

Florida Department of Health | Tallahassee, FL | 06/12/2017-01/06/2020

DIVISION HEALTH WELLNESS ADVOCACY PROGRAM EDUCATOR

- Designed and implemented employee wellness initiatives aligned with CDC's Employee Wellness Scorecard, supporting departmental goals around workforce development and chronic disease prevention.
- Launched workplace wellness programs focused on nutrition, physical activity, and mental health—e.g., “10,000 Steps a Day Challenge,” health seminars, and peer-supported stress management initiatives.
- Developed a portfolio of behavior change interventions including weight loss challenges, recipe exchanges, and educational campaigns to promote healthy lifestyles and organizational morals to address employee community health needs to benefit division wellness.

Florida Department of Health | Tallahassee, FL | 06/12/2017-10/8/2018

TRAVEL ASSOCIATED DISEASE EPIDEMIOLOGIST

- Conducted syndromic surveillance across hospitals, urgent care facilities, and electronic medical transportation services to identify and evaluate key findings, monitoring patterns of infectious diseases statewide.
- Directed surveillance for infectious diseases such as giardia, malaria, influenza, Zika, etc., while consulting with internal leadership weekly and 67 local county health departments biweekly to assess investigations and program directives and developed a health tool (survey) for outbreaks to conduct contact tracing and identify additional cases and transmission agents of epidemiological concern.
- Identified an area in syndromic surveillance to capture new variables for cases reported in Merlin designated for the country's cases traveled to and categories for exposure outside of Florida in the US, an outside of the U.S.
- Managed and reviewed the states system for reporting outbreaks, Outbreak Module, in terms of syndromes, chief complaints in hospitalizations, geospatial analysis, and transmission rates based on reported travel locations to measure and assess timeliness and data quality for analysis using SAS and SQL
- Developed and monitored several data collection fields in the Florida case reporting database for travel associated cases e.g., travel history and origin of diseases in the state's repository of reportable diseases, Merlin, to which systematic data collection enhancements were regularly implemented to streamline the collection, storage and analysis.
- Used advanced computer software i.e., Microsoft excel, SAS, and R for pivot reporting, and statistical analysis of structured and unstructured data to routinely code in SAS for short reports of descriptive summaries (e.g., measures of frequency such as incidence, prevalence, odds ratio e.g. zika cases in FL- Residents with recent travel to Brazil and other state outbreaks or the varicella outbreaks in school age children.

**Orange County Public Schools| Lake Nona, FL | 8/16/2015- 05/27/2017 |
LIFE SCIENCES INSTRUCTOR**

- Developed and refined standards-aligned curriculum for grades 6–8 by creating lesson plans, laboratory investigations, multimedia learning activities, and formative assessments that supported scientific inquiry and health literacy.
- Designed engaging, age-appropriate instructional experiences using storytelling, interactive notebooks, visual learning, and project-based activities to translate complex biological concepts into accessible learning for adolescent students.
- Collaborated with school leadership and science teams to align curriculum, instructional activities, and assessments with state standards while differentiating instruction to meet diverse student learning needs
- Created laboratory investigations, interactive notebooks, and multimedia learning resources that increased student engagement and scientific literacy.
- Assessed student learning through formative and summative assessments, using data to refine instruction and improve learning outcomes.

Women's and Girls' Cancer Alliance (WGCA) | Longwood, FL | 05/16/2014- 08/19/2016
HEALTH COMMUNICATIONS MANAGER

- Led data-informed health communication and community engagement initiatives focused on HPV vaccination, cervical cancer prevention, and women's health, translating epidemiological findings into evidence-based outreach strategies for diverse populations.
- Designed and managed multimedia communication campaigns, including newsletters, blogs, social media, websites, infographics, fact sheets, presentations, and executive toolkits, reaching more than 22,000 subscribers and generating 289,000 campaign impressions.
- Conducted a multi-county assessment of HPV vaccination rates, gynecologic cancer burden, and community awareness in Orange and Seminole Counties to identify disparities and inform strategic planning, partnership development, and community outreach.
- Recruited, trained, and supervised interns and more than 50 volunteers, while building collaborative partnerships with healthcare organizations, nonprofits, businesses, and faith-based organizations to expand community health initiatives.
- Coordinated fundraising and stakeholder engagement initiatives that generated over \$200,000 through community events and secured \$3,000 in new Giving Tuesday funding by leading a digital campaign, supporting organizational sustainability and mission growth.

DOCTORAL DISSERTATION

Leveraging Tuberculosis Lineage Insights and Contact-Based TB Cases to Enhance Molecular Epidemiology Practices in Cluster Investigations: Exploring the Role of Sympatric and Allopatric Exposure in Florida

- Led advanced molecular epidemiology research for my doctoral dissertation—applied whole-genome sequencing (WGS), phylogenetics, TransPhylo, and TransCluster to compare 5-SNP vs. 10-SNP thresholds, model TB transmission dynamics, and integrate demographic predictors (age, sex, race/ethnicity) to inform early-detection strategies and performance metrics in cluster investigations.
- Critically assessed CDC's SNP-threshold model and developed a state-level implementation framework accounting for lineage-specific mutation rates and host-pathogen relationships—translated findings into executive summaries, infographics, and slide decks that guided protocol enhancements, resource allocation, and programmatic priorities.

EDUCATION

DrPH | Public Health –Epidemiology & Biostatistics | Florida Agriculture & Mechanical University

MPH | Public Health –Epidemiology | Kaplan (Purdue) University

BS | Biology–Medical Science | Northwestern State University

CERTIFICATIONS & TRAINING

Youth Mental Health First Aid | 2026

Project Management Professional ® Training Course | In Progress – 2026

Government Accounting Basics | 2025
 Reconciliation and Corrections | 2025
 Microeconomics – The Power of Markets | 2025
 Microsoft Office Project Planning | 2023
 Computational Genomics | 2021

PUBLICATIONS AND SCIENTIFIC RESEARCH

- Asare-Baah, M., Séraphin, M. N., **Salmon-Trejo, L. A. T.**, Johnston, L., Dominique, L., Ashkin, D., Vaddiparti, K., Kwara, A., Maurelli, A. T., & Lauzardo, M. (2025). Genotyped cluster investigations versus standard contact tracing: comparative impact on latent tuberculosis infection cascade of care in a low-incidence region. *BMC infectious diseases*, 25(1), 74. <https://doi.org/10.1186/s1287902410358-4>
- Asare-Baah M, Séraphin MN, **Salmon-Trejo LAT**, Johnston L, Dominique L, Ashkin D, Vaddiparti K, Kwara A, Maurelli AT, Lauzardo M. Effects of the Beijing genotype on latent tuberculosis infection, TB disease risk, and clustering of TB cases. *Infect Genet Evol.* 2024 Sep;123:105648. doi: 10.1016/j.meegid.2024.105648. Epub 2024 Jul 25. PMID:39059734.
- Asare-Baah, M., **Salmon-Trejo, L. A. T.**, Venkatappa, T., Garfein, R. S., Aiona, K., Haas, M., & Séraphin, M. N. (2024). Factors Associated With the Discontinuation of Two Short-Course Tuberculosis Preventive Therapies in Programmatic Settings in the United States. *Open forum infectious diseases*, 11(6), ofae313. <https://doi.org/10.1093/ofid/ofae313>
- Eustaquio PC, **Salmon-Trejo LA**, McGuire LC, Ellington SR. Epidemiologic and Clinical Features of Mpox in Adults Aged >50 Years — United States, May 2022–May 2023. *MMWR Morb Mortal Wkly Rep* 2023;72:893– 896. DOI: <http://dx.doi.org/10.15585/mmwr.mm7233a3>
- Riser, A. P., Hanley, A., Cima, M., Lewis, L., Saadeh, K., Alarcón, J., Finn, L., Kim, M., Adams, J., Holt, D., Feldpausch, A., Pavlick, J., English, A., Smith, M., Rehman, T., Lubelchek, R., Black, S., Collins, M., Mounsey, L., Blythe, D., ... Guagliardo, S. A. J. **Salmon-Trejo LAT** (2023). Epidemiologic and Clinical Features of Mpox-Associated Deaths - United States, May 10, 2022March 7, 2023. *MMWR. Morbidity and mortality weekly report*, 72(15), 404–410. <https://doi.org/10.15585/mmwr.mm7215a5>
- Mangan, J. M., Woodruff, R. S., Winston, C. A., Nabity, S. A., Haddad, M. B., Dixon, M. G., Parvez, F. M., Sera-Josef, C., **Salmon-Trejo, L. A. T.**, & Lam, C. K. (2023). Recommendations for Use of Video Directly Observed Therapy During Tuberculosis Treatment - United States, 2023. *MMWR. Morbidity and mortality weekly report*, 72(12), 313–316. <https://doi.org/10.15585/mmwr.mm7212a4>
- Oakley, L. P., Hufstetler, K., O'Shea, J., Sharpe, J. D., McArdle, C., Neelam, V., Roth, N. M., Olsen, E. O., Wolf, M., Pao, L. Z., Gold, J. A. W., Davis, K. M., Perella, D., Epstein, S., Lash, M. K., Samson, O., Pavlick, J., Feldpausch, A., Wallace, J., Nambiar, A., **Salmon-Trejo, L. A. T.**, (2023). Mpox Cases Among Cisgender Women and Pregnant Persons - United States, May 11November 7, 2022. *MMWR. Morbidity and mortality weekly report*, 72(1), 9–14. <https://doi.org/10.15585/mmwr.mm7201a2>
- Asare-Baah M, Séraphin MN, **Salmon LAT**, Lauzardo M. Effect of mixed strain infections on clinical and epidemiological features of tuberculosis in Florida. *Infect Genet Evol.* 2021 Jan;87:104659. doi: 10.1016/j.meegid.2020.104659. Epub 2020 Dec 1. PMID: 33276149