

CDR Example O. One, DDS, MS
PHS #12345
Dec 2018

CV Promotion Summary

Precept #1: Performance

Current Leadership Role and Contribution to Agency/PHS Mission

- Area Regional Dental Clinical Specialist (O-6 Billet)
- Albuquerque Area IHS Orthodontics and Dentofacial Orthopedics Specialty Consultant
- National IHS Orthodontics and Dentofacial Orthopedics Specialty Consultant

Uniformed Service Decorations and Awards (in order of precedence per CC512.01)

- Achievement Medal 2013
- PHS Citation 2015
- Presidential Unit Citation 2015
- Unit Commendation (x2) 2013, 2015
- Regular Corps Ribbon 2010
- Commissioned Corps Training Ribbon 2007

Other Awards

- IHS Letters of Appreciation (x3) 2007-2018
- HRSA Letter of Appreciation 2017
- DePAC Letters of Appreciation (x3) 2016-2017
- IHS GPRA Awards (x3) 2014-2017
- American Association of Orthodontics, Charles Schultz Resident Scholar Award 2010
- University Of Illinois at Chicago, Clinic Research Award 2010
- USPHS Letter of Appreciation 2010

Publications and Oral Presentations (IHS CE Catalog)

- National: Standards of Care for Interceptive Orthodontics in the IHS (DD0030) 4/18
- National: Interceptive Orthodontics for the Rural IHS Dentist (DE0128) 9/17
- Local: Teamwork in Orthodontics: Part 3 (DA0027) 5/17
- Local: Orthodontic Customer Service: Part 2 (DA0027) 12/16
- Local: Orthodontic Efficiency and Accountability: Part 1 (DA0027) 10/16
- Regional: (Albuquerque Area) Implementing Interceptive Orthodontics into your Program 6/16
- Regional: (Nashville Area) Interceptive Orthodontics in the IHS 6/16
- Local: Management Strategies for Supernumerary Teeth in Preadolescent Patients (DD0031) 6/16
- Local: Utilizing Interceptive Orthodontics in the IHS (DE0029) 4/16
- Local: Optimizing Orthodontic Treatment in Native American Kids Part 2: (DE0558) 7/15
- Local: Optimizing Orthodontic Treatment in Native American Kids Part 1: (DE0537) 5/11
- Local: Standardizing Treatment in Native Americans in the Southwest (DE0094) 4/11
- International: American Association of Orthodontics (AAO) Annual Meeting, Washington DC 5/10
 - Study of Native American Facial Esthetics in the Southwest Population
- International: University of Illinois at Chicago (UIC) Annual Research Meeting, Chicago IL 2/10
 - Study of Native American Facial Esthetics in the Southwest Population

Precept #2: Education, Training, and Professional Development

Professional Degree, Specialty Training, Graduate Degrees with Oral Health/Public Health Emphasis

- Master of Science in Oral Sciences, University of Illinois at Chicago 2007-2010
- Orthodontics and Dentofacial Orthopedics Residency with Specialty Certificate, University of Illinois at Chicago 2007-2010
- Doctor of Dental Surgery, University of Michigan at Ann Arbor 1999-2003

Board Certification

- Board Eligible, American Board of Orthodontics and Dentofacial Orthopedics 2010

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Advanced Certificates and Fellowships in Dentistry or Public Health

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Public Health Training

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Continuing Education

Year:	2014	2015	2016	2017	2018
Total Credit Hours:	21	22	20.5	22	23

Precept #3: Career Progression and Potential

Position Title	Agency and Location	Pay Grade	Billet Level	Supervisory	Dates
Area Regional Dental Clinical Specialist	IHS Albuquerque, NM	O-5	O-6	Local	9/17-Present
Dental Staff Clinical Specialist	IHS Albuquerque, NM	O-5	O-5	Local	5/10-9/17
LTT Orthodontic Specialist	UIC Chicago, IL	O-3/4	O-4		8/07-5/10
Advanced Staff Dentist	IHS Tohatchi, NM	GS-11	GS-11		4/04-8/07

Collateral Duties

- Albuquerque IHS Dental Clinic (AIDC) Governing Board, Member 2017-present
- National IHS Specialty Consultant for Orthodontics and Dentofacial Orthopedics 2016-2018
- IHS National Dental Updates Conference Planning Committee, Table Clinic Deputy 2017
- Medical Executive Committee member at AIDC 2014-present
- Regional IHS Consultant and Referral Center for Orthodontics and Dentofacial Orthopedics 2010-present

Public Health Experience

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Field Medical Readiness Badge

- Completed all required training modules

Precept #4: Professional Contribution and Service to the Corps (Officership)

Dental Professional Advisory Committee (DePAC) and Other Advisory Groups

- ADA Standards Committee on Dental Informatics, USPHS representative 2018-2021
- DePAC Voting Member 2018-present
- DePAC Awards Workgroup Co-Chair 2018-present
- DePAC Winter Newsletter Specialty Article 2017
- NHSC External Review Board 2017-2018
- DePAC Member, Minority Issues Subcommittee 2016-2017
- DePAC Mentor 2015-2017

Recruitment Activities

- IHS National Dental Updates Conference, recruitment through Table Clinic Deputy 2017
- Established externship with University of New Mexico Hygiene Program 2016-2017
- Recruited AIDC Dentist to USPHS 2013-2015
- Recruited Dental Student from UIC School of Dentistry to IHS/NHSC 2008-2010
- Front Page, University of Illinois College of Dentistry Newsletter 2008

Mentoring Activities

- DePAC Mentor for AIDC Dentist 2015-2017

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Professional Contributions and Outreach

- American Association of Military Orthodontists; Immediate Past President 2014 - 2015
- American Association of Military Orthodontists; President 2012 - 2014
- American Association of Military Orthodontists; Vice President 2011 - 2012
- American Association of Military Orthodontists; Member 2007 – 2015
- American Association of Orthodontists (AAO), Member 2007 – present
- Commissioned Officers Association (COA), Member 2007 – present
- American Dental Association (ADA); Member 1999 – present

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CV Body

Precept #1: Performance

Current Leadership Role/ Mission Contribution to Agency

- Area Regional Dental Clinical Specialist (O-6) Billet: Provide orthodontic services for Albuquerque IHS Dental Clinic (17 Dental and 11 orthodontic chairs). Manage/direct care for administration, orthodontic assistants, front desk, support services, and orthodontist- as chief of the orthodontic department. Serve and advise the Executive staff to develop policies and procedures. Improve quality initiatives through competencies and customer service questionnaires as a regional referral center for IHS.
- Albuquerque Area IHS Orthodontic Consultant- Coordinate and provide orthodontic care for 20+ IHS dental facilities with a target orthodontic population of 50,000. Develop orthodontic policies to maintain excellent hygiene in orthodontic patients. Communicate with referral sources to improve overall treatment outcome and services.
- National IHS Specialty Consultant (2016-2018)- Serve as a subject matter expert and advisor to the IHS Division of Oral Health. Assist in the development of training and continuing dental education at the national level. Provide presentations and standards of care on the specialty of Orthodontics and Dentofacial Orthopedics.

Uniformed Service Decorations and Awards

CC Individual Honor Awards	Accomplishment	Date
Achievement Medal	Exemplary accomplishments completed to strengthen the quality and productivity of the Orthodontic Program	11/13
PHS Citation	Excellent contributions to the agency mission on a local and regional level	9/15
CC Unit Honor Awards		
Unit Commendation	Excellent program performance. Best overall dental program in the Albuquerque Area	11/13
Unit Commendation	Outstanding program performance with GPRA	11/15

Other Awards

Awards	Accomplishment	Date
Certificate of Appreciation	IHS National Dental Challenges presentation on "IHS Standards of Care for Interceptive Orthodontics"	2018
Albuquerque IHS Area Dental Awards	Best Overall GPRA Performance for Albuquerque IHS Dental Clinic	2017
Certificate of Appreciation	DePAC Minority Issues Subcommittee for involvement and efforts in recruiting and forming externship (MOU) with UNM Hygiene	2017
Certificate of Appreciation	DePAC Mentoring Work Group for Mentoring LT Example Two	2017
Certificate of Appreciation	IHS Dental Updates Conference Planning Committee: Table Clinic Co-Deputy	2017
National IHS National GPRA Awards	Best Overall Fluoride Performance in 1-15 year olds at Albuquerque IHS Dental Clinic	2016
Certificate of Appreciation	DePAC Minority Issues Subcommittee for involvement and efforts in recruiting	2016
National IHS National GPRA Awards	Best Overall Fluoride Performance in 1-15 year olds at Albuquerque IHS Dental Clinic	2014
American Association of Military Orthodontists (AAMO)	Officership and Leadership- President and Vice Present for 100+ orthodontic specialists in the Armed Forces.	2014-2011
Charles Schultz Award at the American Association of Orthodontists Annual Meeting 2010	1 st Place Award for Clinical Research on Native American Facial Esthetics in the Southwest- Research conducted at the Albuquerque IHS Dental Clinic under UIC IRB and IHS NIRB approval (#2009-0001 and #N01-AA-01 respectively)	2010
Clinical Research Award at the University Of Illinois at Chicago Clinic and Research Annual Meeting	1 st Place Award for Clinical Research on Native American Facial Esthetics in the Southwest- Research conducted at the Albuquerque IHS Dental Clinic under UIC IRB and IHS NIRB approval (#2009-0001 and #N01-AA-01 respectively)	2010

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PHS Regular Corps Ribbon	Assimilation into Regular Corps	2010
Commissioned Corps Training Ribbon	Completion of USPHS Officer Basic Course (OBC 37)	2010
Certificate of Appreciation	Excellence as the Basic Officer Course Unit Commander	2010
Certificate of Appreciation	Dedicated service and quality dental care at the Tohatchi Dental Clinic, Gallup Service Unit	2007

Precept #2: Education, Training, and Professional Development

Degrees, Residencies, and Post-Doctoral Training (with dates)

- Master of Science in Oral Sciences at the University of Illinois at Chicago 2007-2010
- Orthodontics and Dentofacial Orthopedics Residency at the University of Illinois at Chicago 2007-2010
- Doctor of Dental Surgery, University of Michigan at Ann Arbor 1999-2003
- Bachelor of Science in Biology, University of Michigan at Ann Arbor 1995-1999

Certifications/Credentialing: Board Eligible/Board Certified, FAGD, MAGD

- Western Regional Examination Board Certification- Orthodontics Specialty Certificate 05/10
- Diplomate, American Board of Orthodontics- Board Eligible 05/10

Precept #3: Career Progression and Potential

Area Regional Dental Clinical Specialist	IHS Albuquerque, NM	Position Billet O-6	9/17 - present
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Duties/Accomplishments:

- Manage and supervise an orthodontic staff of 8 employees in an 11-chair Orthodontic Department as Chief Orthodontist.
- Establish and evolve orthodontic processes for all orthodontic operations.
- Audit and evaluate all orthodontic equipment logs and processes for improvement.
- Hone all orthodontic functions to improve flow of patients using efficiency as a guideline for different procedures and protocols.
- In the first half of FY18 (6mo), increased patient access by seeing 1,993 patient visits with a total of 4,080 total visits (2 orthodontists) in the Orthodontic Clinic. This is a projected increase of 4% from last year and results from increasing efficiency and streamlining operations while transitioning from paper to digital electronic records.
- Orthodontic efficiency also increased due to a decrease in the number of orthodontic assistants (see O5 vs. O6 Billet for staffing).
- Providing access to care and seeing patients is a high priority for the Indian Health Service. My individual numbers are FY14= 3,887 patient visits, FY15=3,895 patient visits, FY16= 3,861 patient visits, FY17=3,856 patient visits. I routinely see patients everyday and have always had a full time clinical responsibility. Currently, in addition to my full time clinical responsibility, I also have supervisory duties, collateral positions and significant administrative roles.
- The orthodontic clinical specialist in my clinic also has a full time clinical role with no other duties, positions or roles. Similar output per orthodontist (FY16=3,861 vs. 3,783, FY17=3,856 vs. 3,997, 1st half of FY18=1,993 vs. 2,015).
- Continue quality improvement through 9 established orthodontic competencies (developed in my O5 Billet), focused surveys on every finished orthodontic case and general surveys obtained quarterly.
- In 2018, of 30+ consecutive orthodontic specific surveys collected on every case completion, the highest survey ratings (excellent overall experience and very satisfied orthodontic result) were achieved at an 84% threshold. The two highest survey ratings (including above average overall experience and satisfied orthodontic result) were found at a 99% threshold. One patient surveyed thought the overall experience was average. There were 0 negative ratings (below average, poor, undecided, dissatisfied, very dissatisfied).
- Completed electronic transition from paper charts to Orthodontic management software (IMS), Dentrix and Orthodontic records (Vistadent). Staff were trained and transitioned to digital protocols and processes.
- Responsible for additional electronic transition from current software (IMS and Vistadent) to Dolphin Software Suite (management, 2D imaging and 3D surgery and study models) while maintaining essential functions of Dentrix and RPMS for coding, billing and scheduling.
- Develop orthodontic 3D workflow using Planmeca 3D Cone Beam Computed Tomography and its integration with Dolphin 3D and Romexis.
- Architect for digital transition to IMS, Dentrix and now Dolphin. Responsible for streamlining work flow during this

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second transition.

- Conversion from Stone Models to Digital Models using Dolphin 3D Study Models. Transfer nomenclature for study model processes for accountability and tracking.
- Train all assistants with Dolphin Software Suite and 3D integration.
- Provide direct orthodontic services to treat Native Americans in a culturally responsible manner. Use Master's research to cue in on Native American Preferences for lip position and its relation to tooth movement. Provide 3D Norms for Native American kids with Craniofacial Anomalies and treat kids to a Native American specific facial esthetic. Implement research findings into Dolphin 3D for visual treatment objectives of prospective orthodontic patients.

Collateral Duties/Accomplishments:

- **ADA Standards Committee on Dental Informatics (SCDI) PHS Representative:** Attend all ADA meetings (2/year) at my own expense. Vote and speak on behalf of PHS electronic dental standards. Only one representative in USPHS currently.
- **National IHS Orthodontic and Dentofacial Orthopedic Consultant for IHS DOH:** Provide standards of care, continuing education and training. Provide one to one consultation for general dentists in the field. Only one National IHS Consultant per specialty.
- **National Health Scholarship Corps External Review Board:** review applications that will influence acceptance of health providers into the National Health Scholarship Corps (NHSC)
- **DePAC Awards Work Group Co-Chair:** Reformatted collaboration and award review strategy (in place for many years) using MAX.GOV to co-edit and review all documents with team members. Developed 8 excel worksheets to enhance communication and collaboration across all agencies of PHS. Excel worksheets also serve to minimize errors between WG members and highlight inconsistencies in nomination packet paperwork. Placed access restrictions to award members to maintain confidentiality throughout the DePAC Voting Process.
- **Albuquerque Area IHS Orthodontic and Dentofacial Orthopedic Consultant:** Receive consultations from 20+ IHS dental facilities and provide Interceptive and Phase 1 Limited Orthodontic Treatment. Primary role provides comprehensive orthodontics to all referrals for full treatment.
- **Executive Committee member at AIDC:** to refine policies through POLICYSTAT. Improve management principles, issues and accessibility. Maintain and improve accreditation standards and all administrative paperwork.
- **AIDC Governing Board member at AIDC:** to decide the future of AIDC through management decisions
- **QICC Committee member at AIDC:** to improve existing processes and enhance outcomes of surveys and feedback.

Dental Staff Clinical Specialist	IHS Albuquerque, NM	Position Billet O-5	5/10 – 9/17
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Duties/Accomplishments:

- Manage and supervise an orthodontic staff of 10 employees in an 11-chair Orthodontic Department as Chief Orthodontist.
- In FY17, addressed patient access by seeing 3856 patient visits with a total of 7,854 patient visits (2 orthodontists) for the Orthodontic Clinic.
- Develop 10+ orthodontic competencies, 2 customer specific surveys and 1 performance appraisal solely to improve quality of care in the Orthodontic Clinic. Competencies are given on a routine basis to ensure quality controls.
- Establish quality improvement through 10+orthodontic competencies given annually.
- Improve quality of care through focused surveys on every finished orthodontic case and general surveys obtained quarterly.
- Develop new positions descriptions for the Orthodontic Assistant from GS 4-7. Ensure roles and duties are clearly defined while cross training assistants providing versatility and redundancy when human resources are lacking.
- Initial digitization of orthodontic data into management software (IMS) and records (Vistadent). Hone processes to improve workflow of patients, and accountability of different procedures and protocols.
- Creation of 30+ Orthodontic fillable templates (letters) to improve communication with patients, parents, and health care providers in an efficient, effective and personalized manner.
- Provide direct orthodontic services to treat Native Americans in a culturally responsible manner. Use Master's research to cue in on Native American Preferences for lip position and its relation to tooth movement. Provide 3D Norms for Native American kids with Craniofacial Anomalies and treat kids to a Native American specific facial esthetic.

Collateral Duties/Accomplishments:

- **National Health Scholarship Corps External Review Board:** review applications that will influence acceptance of health providers into the National Health Scholarship Corps (NHSC)

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- **DePAC Member, Minority Issues Subcommittee:** helped establish an MOA with University of New Mexico Hygiene Program in an effort to recruit for PHS as a primary goal for DePAC MIS.
- **DePAC “Specialty Article” Winter 2017:** Promoted my career path in the USPHS and appreciation to the PHS for its excellent leadership and opportunities.
- **IHS National Dental Updates Conference Planning Committee, Table Clinic Deputy:** Worked with table committee to develop 3 subthemes (Improving Oral Health Through Community Networks and Oral Health Initiatives, Improving Oral Health Through Dental Alternatives and Techniques, Improving Oral Health Through Innovation and Technology). Almost 30 table clinics presented topics including support centers, community networks and dental professionals. Among those exposed to the USPHS/IHS include University of New Mexico AEGD Program and Hygiene Program (around 35 in number).
- **DePAC Mentoring Program:** Recruitment and mentoring of an AIDC Dentist throughout the first 2 years in the commissioned corps. This important role is essential in the success and retention of newer PHS officers.
- **Albuquerque Area IHS Orthodontic and Dentofacial Orthopedic Consultant:** Receive consultations from 20+ IHS dental facilities and provide Interceptiv and Phase 1 Limited Orthodontic Treatment. Primary role provides comprehensive orthodontics to all referrals for full treatment.
- **National IHS Orthodontic and Dentofacial Orthopedic Consultant for IHS DOH:** Provide standards of care, continuing education and training. Provide one to one consultation for general dentist in the field. Consult with IHS DOH to create standardize dental assistant specialty positions.
- Refine policies and protocols to increase efficiency and quality of treatment within the Orthodontic Department and regionally with 20+ Dental Programs. Correspond and accept new patients from dental programs with objective and distinct criteria that promote attendance, hygiene and cooperation at their respective clinics.
- **Executive Committee member at AIDC:** to refine policies through POLICYSTAT. Improve management principles, issues and accessibility. Maintain and improve accreditation standards and all administrative paperwork.
- **QICC Committee member at AIDC:** to improve existing processes and enhance outcomes of surveys and feedback.

Long Term Training Orthodontic Specialist	University of Illinois at Chicago, IL	Position Billet O-4	8/07 – 5/10
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Duties/Accomplishments:

- Learn and develop critical and didactic skills as an Orthodontist
- Obtain a specialty certification in Orthodontics and Dentofacial Orthopedics.
- Enroll in a diverse course load necessary to receive a Masters of Science in Oral Sciences.
 - Attained a cumulative overall GPA of 3.95
- Engage in research, formulate and defend a Masters Thesis in Oral Science
 - Received a prestigious International Award (Charles Schultz Award) at the Annual Meeting of the American Association of Orthodontists (AAO) in 2010.
 - Received a Clinical Research Award at the University Of Illinois at Chicago, Annual Clinic and Research Meeting (2010)

Collateral Duties/Accomplishments:

- Recruit and share knowledge of the IHS and USPHS
 - Interviewed for the front page of the University of Illinois College of Dentistry Newsletter (2008).
 - Recruited Example Three from UIC to work at the Gallup Indian Medical Center (2010-2014)
- Teach and instruct undergraduate dental students as an appointed Teaching Assistant.

Advanced Staff Dentist	Tohatchi, NM	GS-11	3/04 – 8/07
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Duties:

- Supervise and manage the Sealants Program at Tohatchi (3+ schools in the area).
- Supervise continuous quality assurance in the Tohatchi Dental Clinic
- Provide comprehensive dental care to the Native American Population

Collateral Duties:

- Attend medical Executive Meetings as an alternate
- Acting dental program supervisor on multiple occasions- Supervised staff of 10 assistants and two receptionists.
- In-service presentations on Oral Health, Diabetes and Oral cancer to Tohatchi Health Facility.

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Precept #4: Professional Contribution and Service to the Corps (Officership)

Dental Professional Advisory Committee (DePAC) Activity (with roles and dates)

- ADA Standards Committee on Dental Informatics, USPHS representative 2018-2021
- DePAC Voting Member 2018-2021
- DePAC Awards Work Group Co-Chair 2018-2020
- NHSC External Review Board (2018 and 2019 Applications) 2017-present
- DePAC Member, Minority Issues Subcommittee 2016-2017
- DePAC "Specialty Article" Winter 2017 (Page 14-15) 2017
- DePAC Mentoring Program 2016-2017

Recruitment and Mentoring (with roles and dates)

- Helped establish an externship (MOU) with University of New Mexico (UNM) Hygiene Program 2017
 - Rotate UNM Hygienists through our Dental Clinic for Recruitment
 - Accomplished from recruitment objectives of DePAC MIS
- IHS National Dental Updates Conference, Albuquerque NM, Table Clinic Co-Deputy 2017
 Invited and exposed dental professionals to USPHS through DePAC's recruitment goals:
 - University of New Mexico Dental GP Residency
 - University of New Mexico Hygiene Program
 - Outside researchers, scholars, oral health programs, support
- Recruited Example Four (Dentist-Commissioned 12/15) 2015
 - Albuquerque IHS Dental Clinic, served as DePAC Mentor
- Recruited Example Three (Dentist- from UIC School of Dentistry) 2008-2010
 - Served in Gallup Indian Medical Center (where I was first stationed at)
 - IHS/NHSC Dentist from 2010-2014
- Front Page, University of Illinois (UIC) College of Dentistry Newsletter 2008
 - Role as IHS and USPHS Officer in LTT

Professional Organizations (with roles and dates)

- American Association of Military Orthodontists; Immediate Past President 2014 - 2015
- American Association of Military Orthodontists; President 2012 - 2014
- American Association of Military Orthodontists; Vice President 2011 - 2012
- American Association of Military Orthodontists; Member 2007 – 2015
- American Association of Orthodontists; Member 2007 – present
- Commissioned Officers Association; Member 2007 – present
- American Dental Association; Member 1999 - 2014

Oral Presentations

- National IHS Dental Challenges, Annual Conference (DD0030) 4/18
 - Standards of Care for Orthodontics in the IHS
- National IHS Webinar (DE0128) 9/17
 - Interceptive Orthodontics for the Rural IHS Dentist
- Teamwork in Orthodontics: Part 3 (DA0027) 5/17
- Orthodontic Customer Service: Part 2 (DA0027) 12/16
- Orthodontic Efficiency and Accountability: Part 1 (DA0027) 10/16
- Albuquerque Area Dental Chiefs and Prevention Coordinators Meeting 6/16
 - Implementing Interceptive Orthodontics into your Program
- Nashville Area Dental Meeting 6/16
 - Interceptive Orthodontics in IHS
- Management Strategies for Supernumerary Teeth in Preadolescent Patients (DD0031) 6/16
- Utilizing Interceptive Orthodontics in the IHS (DE0029) 4/16
- Public Health Orthodontics Part 2: (DE0558) 7/15
 - Optimizing treatment in Native American Kids
- Public Health Orthodontics Part 1: (DE0537) 5/15

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- Optimizing treatment in Native American Kids
- Standardizing Treatment in Native Americans in the Southwest (DE0094) 4/11
- Study of Native American Facial Esthetics in the Southwest Population 5/10
 - American Association of Orthodontics (AAO) Annual Meeting Washington DC
- Study of Native American Facial Esthetics in the Southwest Population 2/10
 - University of Illinois at Chicago (UIC) Annual Meeting, Chicago IL

Recent Corps Athletics

- Surgeon General Virtual 5K (PHS/RGCCOA Athletic Event) Albuquerque, NM (7:14/mi) 5/9/18
- Santa Fe Cycling Century (PHS Athletic Event) Santa Fe, NM (35th place, 5hr 4min) 5/20/18
- 2017 Dental Updates Conference Meeting Fun Run (PHS Athletic Event) 4/12/17