

Sharon Smith

EXECUTIVE SUMMARY

Experienced Senior Executive with extensive experience in data management, reporting, purchasing, funding and performance improvement. An effective leader with expertise in managing large complex teams to deliver on key government priorities. Skilled in communicating the vision of NSW Health to a broad range of stakeholders. Able to operationalize complex plans and identify and leverage improvement opportunities for the delivery of value for the citizens of NSW.

My aim is to utilise my extensive experience and operational skills along with my communication, collaboration, analytical and strategic talents to deliver results for the NSW Health system.

STRENGTHS AND COMPETENCIES

Communication- Strong ability to communicate clearly at all levels of the organisation including Ministers Office, Districts and Networks, Ministry Senior Executive, and clinicians.

Analytical Skills: Proven record of identification of keys issues and development of mitigation strategies.

Data Management: Subject matter expert in data governance, information systems and reporting in the Health sector.

Health System Purchasing: Thorough understanding of state and national costing, pricing and funding models and purchasing incentives.

Strategy: Demonstrated ability to develop and implement strategy for Health System Improvement.

Collaboration: Effective collaborator across all organisational levels and stakeholder groups.

CAREER SUMMARY

NSW Ministry of Health	Executive Director, System Information and Analytics	2019 -Present
NSW Ministry of Health	Director, Information Management and Quality, System Information and Analytics	2016-2019
NSW Ministry of Health	Manager, Stakeholder Engagement, NSW ABF Taskforce	2016
NSW Ministry of Health	Acting Director, Information Management and Quality, System Information and Analytics	2015-2016
NSW Ministry of Health	Manager Sub and Non Acute (SNAP) AND Mental Health Work Streams, NSW ABF Taskforce	2013-2015
Western Sydney LHD and St Vincent's SHN	Clinical Information Analyst and SNAP Coordinator	2002-2013
St Joseph's Hospital	Occupational Therapy Head of Department	1994-2002
Western Sydney Area Health Service	Senior Occupational Therapist	1991-1994
Western Sydney Area Health Service and South Western Sydney Area Health Service	Occupational Therapist	1988-1991

QUALIFICATIONS

1988 Bachelor of Applied Science (Occupational Therapy)

EMPLOYMENT HISTORY

NSW Ministry of Health, System Sustainability and Performance Division

Executive Director, System Information and Analytics (SIA) Branch 2019 -Current)

The System Sustainability and Performance Division provides the front end of “system management” and acts as a critical interface with local health districts, specialty health networks, the pillars, and other agencies. Through high-quality data, analysis, and performance reporting, SIA enables the Ministry of Health to be an effective health service purchaser and system manager.

Key results:

- Supported the COVID-19 response through development of epidemiological modelling and vaccine reporting approaches.
- Development of Dynamic Simulation modelling approaches to support key initiatives such as Urgent care Services.
- Achieved transition to new statewide data warehouse (EDWARD)
- Embedded Board Reports as a key information product to strengthen system wide governance.
- Collaborated with Finance to develop the NSW Health Outcomes Based Budgeting Framework to support a whole of government approach to investment and achievement of benefit to the citizens of NSW.
- Developed a business as usual model for Lumos, a key NSW Health innovation bridging the information gap between primary and hospital care, state-wide.

NSW Ministry of Health, Patient Experience and System Performance Division

Director, Information Management and Quality, System Information and Analytics Branch

2016 - 2019

The key purpose of this role is to provide strategic leadership and direction for the quality, integrity and governance of state-wide data collections and management of state-wide data warehousing.

Key results:

- Developed and released the inaugural NSW Health Data Governance Framework. The Framework provides clarity in relation to roles and responsibilities as well as the key capabilities necessary for governing NSW Health’s key data assets essential for the monitoring and management of the NSW Health system.
- Developed and released NSW Health Admission Policy. This policy provides clarity in relation to administrative admission practices and enables NSW compliance with Commonwealth regulations such as the National Health Reform Act.
- Developed and implemented the NSW Data Quality for Improved Performance Program (DQIPP). A comprehensive approach to assuring the integrity of key data used for system performance monitoring and management and to ensure data is fit for purpose to support evidence based decision making. The quality of NSW key data sets is now quantifiable.
- Transition of the non-admitted data collection from summary to patient level reporting. This has enabled NSW compliance with Commonwealth reporting requirements and advanced NSW Health’s ability to understand the scope of activity occurring outside the hospital setting.

- Developed and released to all Districts and Networks the HSP App, a tool designed to progress the reporting of hospital key performance indicators.
- Developed an online application for reporting Non- Admitted Data (NAP App)
- Initiated and managed a non- admitted Reporting Project. A joint project with the ABF taskforce aimed at increasing the consistency of classification Non-Admitted activity.
- Initiated and managed the Australian Mental Health Care Classification (AMHCC) Implementation Project, a joint project with the ABF Taskforce, Mental Health Branch and InforMH. The necessary data is now available across the NSW Health system for compliance with Commonwealth reporting requirements.

NSW Ministry of Health, Health System Strategy and Planning Division

Manager Stakeholder Engagement, NSW ABF Taskforce

2016

The key purpose of this role is to lead the strategic engagement of clinical and non-clinical stakeholders in NSW for the purpose of contributing to the development and effective implementation of national and state ABF and ABM models

Key results:

- Led a team of subject matter experts to provide advice and education in relation to all aspects of counting, classification, costing, pricing and funding to a range of stakeholders; internally to the ABF Taskforce, pillars, Districts and Networks.
- Led state projects and NSW component of national projects in relation to ABF and ABM
- Led development of ABM online applications, particularly in relation to understanding stakeholder requirements

NSW Ministry of Health, Health System Strategy and Planning Division

Manager Sub and Non Acute (SNAP) AND Mental Health Work Streams, NSW ABF Taskforce

2011-2016

The key purpose of this role is to lead the implementation of SNAP and Mental Health classifications and funding models across NSW Health strategic engagement of clinical and non-clinical stakeholders in NSW for the purpose of contributing to the development and effective implementation of national and state ABF and ABM models.

Key results:

- Improved NSW compliance with reporting Sub-Acute data from 50% to 98%.
- Used innovative solutions (the SNAP App) to improve Districts and Networks ability to monitor compliance and data quality, resulting in a high quality data set.
- Lead NSW involvement in national costing projects including a 3 month Sub-Acute and Non-Admitted study and a 6 month Mental Health Study. These projects provide the foundation for classification and pricing model development.
- Established state based ABF working groups that provide a forum for stakeholders to influence the state and national approach to counting, classifying, costing and pricing of Sub-Acute and Mental Health care

St Vincent's Health Network and Western Sydney Area Health Service

Clinical Information Analyst

2002-2013

CONFERENCE PRESENTATIONS

- HIMA conference 2015
- National Costing Conference 2014

- IHPA ABF Conference 2013, 2014, 2015

REFEREES