

SARAH SMITH MPH

PUBLIC HEALTH ADMINISTRATION & LEADERSHIP DEVELOPMENT

CONTACT

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LEADERSHIP IN ACTION

- Culture Transformation
- Empathic Leadership
- Health System Administration
- Crisis Management
- Public Health Strategy
- Grant Funding & Administration
- Budget & Contract Administration
- Public / Gov't Advocacy
- Social Services Partnerships

SPECIALIZATIONS

- Underserved Populations
- Youth Services
- School Based Operations
- Behavioral, Medical, Dental Health Services Integration
- Domestic Violence
- HIV Prevention

LEADERSHIP IMPACT

- **CULTURE DEVELOPMENT:** Designed and executed \$1.5 M equity compensation realignment plan to synch with vision / values of organization
- **NETWORK OPERATIONS:** Doubled services foot print from 4 to 8 satellite community clinic sites within 5 yrs
- **LEADERSHIP DEVELOPMENT:** Created and operationalized learning initiatives for employees and managers resulting in a marked change in staff retention & internal effectiveness and advancement

I am a passionate and innovative leader in the space of public health who is keenly focused on developing high performance leaders capable of serving the complex demands and evolving needs of underserved populations. With over 20 years of experience running public health clinic operations and youth services, I influence organizational success through the empowerment of people – as individual contributors, across teams and between complementary public agencies. By collaboratively shaping an environment formed on trust and equity for employees and community members alike, I catalyze wellness and belonging for all people.

EDUCATION & PROFESSIONAL CERTIFICATION

Certificate in Design Thinking University of Virginia, Darden School of Business	2022
Healthcare Leadership Fellowship Clinic Leadership Institute, UCSF — San Francisco, CA	2017
Certificate in Mediation and Conflict Resolution University of California, Berkeley	2009
Master of Public Health, Sociomedical Sciences Columbia University — New York, NY	1998
Bachelor of Arts, Political Science Cal Poly Humboldt — Arcata, CA	1994

PUBLIC HEALTH FUNCTIONAL SUMMARY

Culture & Organizational Development – 3 yrs
Health Network Operations – 18 yrs
Program Research & Development– 14 yrs
Public Health Consulting – 3 yrs
Government Advocacy – 3 yrs

LEADERSHIP CAREER PATH

Director, Learning & Development Alpha Company – City, ST	2019 - Present
Director of School-Based Health Care Bravo Company – City, ST	2011- 2019
Program Director Charlie Company – City, ST	2001 – 2011
Associate Director Delta Company – City, ST	1999 - 2001

PROFESSIONAL EXPERIENCE

ALPHA COMPANY – City, ST

Apr 2011 - Present

A Federally Qualified Health Center offering holistic health services via xx community clinics and xx school-based health centers.

Director of Learning and Development (July 2019 - Present)

Reporting to the Director of Human Resources, core responsibility involves lifting performance of the organization through employee development and empowerment. Transformational areas of focus and development includes mission/vision/values alignment, leadership development of managers, learning initiatives for employees, team building and facilitation of employee engagement, career ladder development and compensation planning.

Impact:

- Developed and executed a \$1.5 M equity compensation realignment plan to synch with vision and values of the organization
- Improved the retention rate of supervisor level employees by 30% through improved compensation and redesign of in-house management and leadership cohort seminars
- Significantly increased employee engagement and satisfaction by emphasizing purpose, strategy and connection in new employee orientation and company culture
- Enhanced employee performance and growth opportunities by institutionalizing ongoing leadership trainings rooted in shared vision and values
- Served as communication lead for urgent COVID-19 strategy:
 - Facilitated C-Suite strategic planning sessions leading to pivoting initiatives to respond to COVID-19 while maintaining organizational vision
 - Developed and implemented a variety of communication strategies to educate staff about COVID-19 (Listening Sessions, newsletter, website content)
 - Wrote, designed and edited presentations to internal and external stakeholders on behalf of senior leadership
- Committee Memberships: COVID-19 Response, Strategic Action Team, and Agency Communications

Director of School-Based Health Care (April 2011- July 2019)

Reporting to the Chief Operating Officer, oversaw the delivery of medical, dental, behavioral health, health education and youth development services for 8 school-based health centers serving over 4000 youth and family members. Managed a multidisciplinary team of 30 staff (Nurse Practitioners, Dentists, LCSWs, Health Educators, Program Managers and Administrative staff), which included hiring, performance management, and learning and development. Oversaw a \$5M budget, multiple grants and contracts, and partnership with 3 school-districts and community based organizations.

Impact:

- Led expansion efforts for holistic system of care for adolescents, including establishment of operational systems and facilitation of new community partnerships, resulting in growth from 4 school health center sites to 8
- Implemented a quality improvement initiative designed to integrate oral health with primary care, leading to increased access to and comfort with dental care for an underserved community
- Initiated and oversaw a new screening assessment process designed for early identification of alcohol and drug use among adolescents resulting in brief interventions and referral to treatment.
- Secured new grant funding, managed multiple grants, contracts and third-party revenue generation resulting in 7% net positive revenue per fiscal year
- Designed a management track and 8-session professional development seminars for staff new to the school-based health field

PROFESSIONAL EXPERIENCE

BRAVO COMPANY – City, ST

Feb 2001 – Mar 2011

A community-based organization offering community and public school (K-12) comprehensive health services, early childhood education and family support services for individuals and families across the lifespan.

Program Director

Reporting to the Executive Director, oversaw operations of medical, dental, counseling and health education services at three school-based health centers serving over 3,000 high school students. Responsibilities included managing a team of 12 (Psychologists, LCSWs, Health Educators and Program Managers), oversight of \$2 million budget and grants and contracts management.

Impact:

- Established strategic school and community partnerships with social service organizations leading to expansion of services, which included a new health center site at a Continuation High School for youth at risk of not graduating high school.
- Facilitated a new third-party billing process with utilization of Sensitive Services Medi-Cal resulting in and sustaining first break-even budget for medical services in history of program.
- Successfully spearheaded community advocacy effort to improve school district policy on comprehensive sexual health education and increased access to preventive health services.
- Implemented participatory-based research as a framework for service delivery to ensure youth were instrumental in shaping health center programming. Outcomes included improved access to mental health services and introduction of a peer health education program.
- Managed grants and contracts including, deliverables, reporting, audits and program development for federal, state, county, local and private fund sources totaling \$2 million.

CHARLIE COMPANY – City, ST

Aug 2006 - Jun 2009

A statewide nonprofit organization advancing health services in schools through advocacy and training.

Independent Public Health Consultant

Reporting to the Executive Director, responsibilities included analyzing best practices in the field and providing technical assistance throughout the state on topics such as start-up operations, establishing community partnerships, service integration and financial sustainability.

Impact:

- Created tools and resources for school-based health centers on topics such as third-party billing and community partnerships for dental service expansion
- Wrote and obtained grant funding for technical assistance capacity expansion for the organization
- Facilitated trainings for school administrators and health center managers at state-wide conferences on best practices such as community engagement and minor consent service implementation

DELTA COMPANY – City, ST

Jan 2000 - Jan 2001

A professional advocacy and education organization focused on promoting the health and development of children and adolescents and supporting the pediatricians who care for them

Associate Director

Reporting to the Executive Director, analyzed, synthesized and wrote summaries of legislation and state policies affecting children's health in order to identify best practices and guide advocacy efforts. Created educational content for print materials covering children's health topics.

PROFESSIONAL EXPERIENCE

Associate Director (cont.)

Impact:

- Launched statewide physician targeted lead poisoning prevention campaign, including research, policy analysis, budgeting and personnel management resulting in an increase of clinical assessments of lead poisoning during children's wellness exams.
- Developed educational materials for pediatrician and family physician offices designed to raise awareness about vaccines efficacy and to counter vaccine misinformation.
- Headed strategic planning process with steering committee of physicians to identify children's health advocacy priorities for the CA State office membership base of pediatricians.

ECHO COMPANY – City, ST

Sept 1998 – Dec 1999

A domestic violence organization providing violence prevention education, counseling and advocacy.

Educator

Reporting to the Executive Director, developed and implemented a dating violence prevention program in coordination with the Massachusetts State Department of Education delivered through high schools in three towns. Responsibilities included victim support groups, co-facilitation of violence prevention groups for young men, training of volunteers for speaker panels, program evaluation, and faculty awareness trainings.

FOXTROT COMPANY – City, ST

June 1996 – May 1998

A public health agency protecting and promoting the health of 8 million New Yorkers.

Research Associate

Reporting to Department Director, researched and evaluated HIV prevention programs that served adolescents, women and immigrants in New York City. Identified and mapped programs and populations served in order to located gaps in HIV prevention resources.

SELECT PRESENTATIONS & PUBLICATIONS

"Mentorship: Bridging Worlds"	2019
Curator of Photo Exhibit and Narrative Stories for Native American Health Center.	
"Tackling Food Insecurity to Improve California's Health"	2017
Panel Presenter CA Food Policy Advocates Convening	
"Access to Oral Health Services for Kids and Teens: How School-Based Health Centers Can Help Bridge the Gap"	2013
Webinar Presenter for National Assembly on School-Based Health Care	
"History, Healing and Health: Peer Health Educators Opening Doors to Health Care Access"	2012
Presenter National Assembly for School-Based Health Care Conference	
From Vision to Reality: How to Build a School Health Center from the Ground Up, Contributor. California School Health Center Association	2009

REFERENCES PROVIDED UPON REQUEST