

Example Biographical Sketch for HIMSS Most Influential Women in Health IT Awards

Ms. Award is an extremely influential leader in healthcare and information technology. She serves as the Chief Information Officer of ABC Health System and the ABC School of Medicine. She not only has been a critical bridge between the two institutions, but also between information technology and clinicians to help all provide the best possible patient care.

Ms. Award completed her BS degree at the University of ABC followed by a pharmacy administration Master's of Science at XYZ University. She then completed advanced pharmacy and leadership training at ABC Medical Center where they recognized her leadership talents and appointed her Manager of Pharmacy Services. In just three years, she developed multiple new clinical services, decentralizing services so pharmacy staff could better partner with bedside clinicians to provide the most clinically and cost-effective care possible. During this early time in her career, Ms. Award recognized the critical role of technology in advancing safety, efficiency and quality; she was instrumental in moving manual to computerized order processing, automated drug distribution, inventory management, and leveraged technology for clinician computerized decision support.

Ms. Award then began her career at ABC Hospital, continuing to focus on advancing the use of technology in support of medication safety and process improvement. As Director of Pharmacy, she was responsible for the fiscal, operational, and quality performance of over 100 full-time employees and a budget of >\$32 million. The safe, accurate, and timely acquisition, preparation, and dispensation of medications for a leading academic medical center was her daily responsibility and mission for nearly a decade. During her tenure as pharmacy director she implemented state-of-the-art clinical pharmacy services and advanced automation and fully computerized physician order entry systems. She also implemented the use of robotic drug inventory management, smart intravenous pumps to safeguard medication administration, and advanced the use of CDS to drive safer medication prescription and management. In fact, Ms. Award developed the first asynchronous computerized medication alert program at ABC to support this process. Unwilling to accept "software cannot perform this task," she partnered with IT and medical leadership to push technology forward to meet clinical and business needs.

Because of her track record leveraging technology to improve patient safety, even while still providing critical leadership to pharmacy services, she was enlisted to provide clinical informatics leadership for ABC, supported by the COO and reporting jointly to the CNO and CIO. Ms. Award transformed nursing and clinical ancillary documentation from manual, paper processes, to automated systems, bringing documentation to the bedside. This enabled real-time decision support to improve clinical practice and support important

regulatory compliance. A tireless catalyzing liaison between physician, nursing, and ancillary leadership, she also spearheaded workflow improvements and EHR redesign in the Sunrise Clinical Manager (SCM; Eclipsys, Atlanta, GA) system. Through her vision and work, significant investments and improvements were made to greatly improve the wireless infrastructure and availability of mobile and desktop devices; Ms. Award understood that for information technology to be effective, it had to be optimally designed, as well as readily available, to clinicians at the patient bedside.

Despite everything already accomplished in SCM at ABC, Ms. Award foresaw the importance of a fully integrated EHR across the entire clinical enterprise and shared with the School. When Epic (Epic Systems, Verona, WI) was selected as the System and School EHR, Ms. Award was naturally selected to be the Vice President and Director in charge of the critical project. In just four months, Ms. Award led a whirlwind but rigorous process to identify, hire, and train the required talent. She built a blended team of former clinicians and IT professionals that would successfully support the multi-year collaborative build and implementation of Epic across four hospital campuses, >300 ambulatory sites, two physician foundations, and a federally qualified healthcare center.

As VP of the Epic Project, Ms. Award leveraged the EHR to be the catalyst to bring together the previously clinically siloed delivery networks, a complex mix of best of breed systems and paper charts, creating a culture of innovation, trust, and transparency by constantly sharing her vision of “One team. One record. One focus: Our patients.” Under her leadership, the 150 member Epic team implemented one of the largest single Epic installations to date (2200 inpatient beds, 4 hospital campuses, 1200 physicians) on-time and under budget. The \$300 million project laid the foundation for system and delivery network integration, population health, and clinical redesign.

Promoted to Associate Chief Information Officer and then CIO, Ms. Award has continued to push integration and innovation across the System and School. She oversaw a reorganization of the 550 employees in information technology, integrating the Epic project team and four different hospital ITS teams into a single cohesive team supporting Epic, legacy systems, databases, infrastructure, financial, analytical, operational, and third party applications. She has relentlessly pushed innovation, centralized around the enterprise EHR wherever possible; for example, Ms. Award led the development and implementation of the Tele-ICU telemedicine program and by leveraging talents of the unified team, the native EHR system, combined with the local clinical expertise, had the Tele-ICU program live within six months of conception. With the ABC-developed acuity scoring system built into Epic, a single intensivist can adeptly monitor >100 patients remotely, improving quality measures, clinical bundle adherence, and decreasing length of stay across three hospital campuses.

Creation of the cohesive ITS team has also enabled ABC Health to make significant clinical redesign improvements, seventy-seven to date. Redesign opportunities can be rapidly tackled due to the integration of the application, financial, and analytical teams in ITS. For the past year, each quarter twelve new clinical projects are identified, analyzed, and redesigned by enhancing the EHR and supporting applications. Examples of the success achieved by projects include: decreases in duplicate lab orders by 55%, reduction

of sickle cell inpatient days by 39%, ICU LOS down by 11%, PICU LOS by 25%, increased hospice referrals by 25%, and 29% fewer cirrhotic liver patient readmissions. So far, these clinical redesign improvements have resulted in savings of \$177 million and counting.

Besides the critical clinical redesign work, this year as CIO, Ms. Award has led the ITS team to successfully consolidate 3 different lab information systems into a single LIS, and led contract development for two community hospitals to adopt the ABC instance of Epic, creating a network of hospitals linked by a single EHR. With a focus on innovation, Ms. Award is also leading our efforts to partner and experiment with new technologies aimed at population health and patient engagement and experience. In just the last year, relationships with seven new start-ups have been launched and are informing our understanding of the role of technology in this space. She was recently asked to serve on the senatorial panel to collaborate across health systems, payers, universities, and industry to develop recommendations for advancing the use of healthcare data for innovation.

Ms. Award has also been very actively sharing her ideas and experiences with others, both as a contributing author on numerous papers, as well as frequently speaking regionally and nationally at Epic, HIMSS Chapter X (Speaker of the Year), and iHT2 conferences. She was especially proud to have successfully led ABC Hospital to EMRAM Stage 7 recognition and was invited to share her advice and experience at the ABC Conference last year. Ms. Award also has a passion for developing others through mentorship and teaching: she reinstated the Pharmacy residency training program at ABC, growing it over the years while also mentoring numerous pharmacy residents in leadership, quality improvement, strategic planning, operations, and informatics. Ms. Award also has formally mentored several Nursing advanced degree candidates and others seeking healthcare leadership roles. With all of her mentees, Ms. Award stresses the importance of technology working in concert with clinician needs and input, a point she also emphasizes as adjunct faculty for XYZ's Clinical Informatics program. She was also on the Advisory Board to create the program, personally mentoring the first class of graduates, and subsequently extended her involvement to create internship rotations so the students could augment didactic learning with real life experiences in healthcare IT. For her service to this program, she was awarded the University's Community Partner Award.

As a leader at ABC, Ms. Award has mentored numerous other women in many different areas of healthcare and information technology, many of whom have gone on to achieve success in their own rights, serving as leaders in the Pharmacy, Nursing, Informatics and IT fields, both within and outside of ABC. Perhaps most importantly, those that she has mentored have become active mentors themselves. Ms. Award's leadership has also been recognized by HIMSS, awarded a Women's Scholarship, and by the University of ABC, honored as a Distinguished Alumni. Ms. Award has built a legacy of leadership, innovation, and mentorship that will continue to thrive and we believe is a very influential woman in Healthcare IT.