RACHEL KANWAR

Chief Information Officer (CIO) delivers on strategic plan for complex, academic medical centers and healthcare organizations. Leads deployment of advanced information systems that position organizations as information technology leaders and medical informatics specialists within their community, with the goal to support their overall mission of excellence.

Performance management expert with entrepreneurial motivation turns around healthcare organizations struggling with political and economic uncertainty and unable to meet the demands of healthcare reform. Thrives within change leadership, driving forces, visions, and processes that fuel large-scale transformation.

Professional Experience

Orlando Regional Medical Center, Orlando, FL   2010 – Present

Chief Information Officer

Support a hospital and medical center with 2200 employees and 7 locations. Full accountability for $20M operational budget and project budgets close to $25M.

Recruited by COO to lead an initiative "to execute on our economic stimulus strategy and transform operations across the continuum of care"; recognized they couldn't deliver on that promise without a full remake of IT.

First Steps:

Assumed control of an $18M HIS program, faltering from the start due to poorly defined project standards and lack of direction. Gained board approval for a new project structure with the inclusion of stakeholder expectations based on measurable indicators that define success. Completed project on time and under budget.

- Built a diverse 250-member team with accountability shared across the organization.

- Hit all success criteria, with 87% adoption of Computerized Physician Order Entry (CPOE) in first 4 weeks.

    o Recognized by vendor as first hospital to achieve such extraordinary results.

    o Built solid relationships within physician community, creating Clinical Information Committee (CLIC) with 15 physician members to review clinically-related IT needs.

Concurrently:

Established rigorous project management and ITIL methodologies with introduction of IT and Data Governance, and a Technology Review Board to prioritize and verify validity of IT projects.

> Increased on-time project delivery from 17% to 90%.
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> Doubled customer satisfaction from 40% to 80%

- Founded a formal Project Management Office (PMO) to manage project portfolios and resource planning, and to monitor total costs.

- As part of data governance program, created role of Chief Medical Information Officer (CMIO) to expedite informed decision making. Collaboratively worked to assign accountabilities, define decision rights, and manage performance.

- Reduced costs by more than $1.2M: virtualized servers ($250K); outsourced help desk ($200K); and deployed cloud technologies (up to $400K over 3 years.)

- Established measurable SLAs directly tied to operational and project deliverables.

The Future:

Using in-depth knowledge, and experience in Data Warehousing and Business Intelligence to lay the foundation for a Medical Informatics' environment that provides quality metrics and reporting, meaningful use, and a Balanced Scorecard to ensure alignment with ACO development.