

# Letter of Recommendation

To Whom It May Concern:

It is my pleasure to recommend **Ray Serrano** for the Data Architect position at your healthcare IT organization. As the creator of the Universal Data Models (UDMs) and author of *The Data Model Resource Book* series, I have worked with hundreds of data professionals over the decades, and Ray stands out as a top architect who has demonstrated a deep understanding of these models and skillful application of them in real-world solutions. His expertise would be particularly valuable in healthcare contexts, where interoperability, compliance, and patient data sensitivity are paramount.

Ray possesses a rare combination of deep theoretical understanding and practical implementation expertise. His work with the UDMs demonstrates not just technical proficiency, but also a fundamental grasp of how data patterns transcend specific industries while requiring careful tailoring to domain-specific needs. This balance makes him exceptionally well-prepared to support healthcare organizations in building data solutions that are both standardized and adaptable.

What distinguishes Ray is his architectural thinking. He sees beyond immediate requirements to understand how data structures will evolve and scale. His approach to applying the UDMs can be especially valuable in healthcare settings, where alignment with standards such as HL7, FHIR, and regulatory compliance is critical, while still supporting flexible and future-proof architectures. At the same time, Ray brings strong independent architectural judgment, designing robust and innovative solutions that stand on their own merits. This insight will be invaluable as your organization builds healthcare data architecture that must balance standardization with flexibility, current needs with future scalability.

**Ray has demonstrated exceptional ability to:**

- Identify and apply reusable data patterns across different business contexts
- Tailor implementations for project-specific requirements while maintaining alignment with the core UDMs
- Bridge the gap between theoretical models and practical implementation constraints
- Navigate complex data standards and regulations, such as those required in healthcare (HL7, FHIR, HIPAA, and related compliance needs)
- Translate business requirements into robust, scalable data structures

Ray's collaborative approach has been instrumental in helping organizations succeed with their data initiatives. He engages with complex problems thoughtfully, offers innovative solutions, and communicates technical concepts clearly to both technical and clinical/business stakeholders. These qualities are essential for a data architect role, particularly in healthcare IT where cross-functional alignment is critical for success.

**Examples of his skillful application of the UDMs include:**

- Customizing entity relationships to fit project-specific needs, in ways that could also be applied to healthcare, for example, in patient-provider encounters and care coordination scenarios
- Adapting implementations to meet project-specific requirements when needed, for example, by adding attributes for temporal data and auditability, while preserving the core structure of the UDMs. This same approach would also support healthcare-specific needs such as patient consent tracking
- Drawing insights from real-world implementations to improve the success of subsequent projects
- Demonstrating effective use of the UDMs to support interoperability across boundaries
- Configuring solutions within project contexts to address specific needs such as complex hierarchical and network relationships in clinical data

The implementation of the UDMs in healthcare requires someone who understands not only the technical specifications, but also the philosophy behind them, including the balance between standardization and flexibility, abstraction and practical application. Ray has demonstrated this understanding repeatedly, showing remarkable ability to apply the models' patterns to various industry needs while preserving their conceptual integrity.

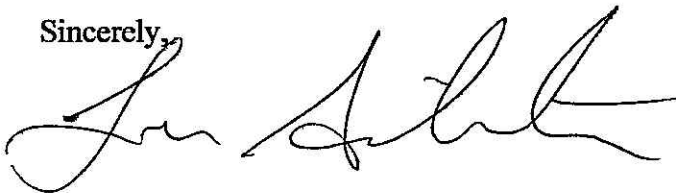
I am confident that Ray will bring the same level of excellence to your healthcare data architecture initiatives that I have witnessed in his application of the UDMs. His deep understanding of universal data patterns, combined with his proven ability to apply architectural frameworks, would translate well into meeting healthcare business needs and makes him an ideal candidate for this role.

Ray has consistently helped organizations realize significant value through his work as an architect and through his thoughtful application of the UDMs. I believe he will bring this same innovative yet pragmatic approach to your organization's data challenges.

I recommend Ray without reservation and am confident he will be a valuable asset to your organization.

Please feel free to contact me if you require any additional information.

Sincerely,



**Len Silverston**

Author, *The Data Model Resource Book Series*

Creator of the Universal Data Models

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