Hooman Katirai, MS (CS), MS (TPP), CSM, PMP

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Profile

Hooman has a strong background in technology complemented with leadership positions in regional and provincial healthcare projects. He has served in leadership positions for healthcare projects with budgets ranging from $2 million to $55 million. He is experienced visioning, costing and executing projects from inception to launch and is able to provide a structured framework to analyze complex situations into simple strategic imperatives. As a PMP and CSM, Hooman is certified in both agile and traditional project management.

Areas of Expertise

- Leadership and innovation
- Strategic thinking
- IT implementations
- Project management
- Business analysis and process redesign
- Procurement and RFPs
- Performance management and scorecards

Education

2003-2006 **MIT** MS Technology & Policy (Health Informatics Specialty)

2003-2006 **MIT** MS Computer Science (Health Informatics Specialty)

2003-2005 **Harvard** RA Medical Informatics

1995-2000 **Waterloo** Honors BASc. Computer Engineering

Employment

Courtyard Group, Consultant, 2006-Present

- Designated "Expert" in Hospital and Health Information Systems
- Authored company wide-methodology for implementing hospital and health information systems.
- Regularly ranked within top 10 of 100+ consultants for Corporate Development

Selected projects:

- **Ontario Baseline Diabetes Dataset Initiative** (Client: eHealth Ontario) 2008-Present

The goals of this project are to analyze OHIP billing data to:

(1) Identify the 900,000 diabetics in Ontario and their Primary Care Providers.

(2) Provide reports to all 9,000 family physicians in Ontario outlining the patients in their practice who require additional labs and procedures to guidelines for diabetes care.

My role:

- Developed strategy, marketing materials, and project plan required to get the necessary approvals and stakeholder buy-in

- Served as project control officer and technical specialist

- Created technology to optically read responses from 9000 family physicians concerning 900,000 patients

- **Ontario Diabetes Registry** (Client: Ministry of Health and Long Term Care) 2008-Present

  The goal of this project is to:

- Provide the 9,000 family physicians in Ontario with a web-based portal to help

them identify the gap between the care patients receive and the care recommended by evidence based guidelines based on lab (OLIS) and OHIP data.

My role:

- Senior Business Analyst and Procurement Lead

- Wrote and defended $55 million budget

- Lead author RFEI, RFQ, and RFP functional requirements

- Defined scope of first release of Diabetes Registry

- Reviewed and evaluated vendor responses to RFEI

- Negotiated and wrote documentation to release provincial data (OLIS, OHIP, CAPE)

- Led team of 5 business analysts to develop business scenarios used in procurement, requirements and architecture

- Validated requirements with clinicians, and other stakeholders

- **Cardiology Transformation Project** (Client: William Osler Health Sciences) 2007-2008

Project: to transform 3 Cardiology departments at 3 hospitals from:

- Paper to Paperless

- Wired to Wireless

- Disconnected silos to a common EMR

Scope of this project:

- 3 hospitals
- 8 new medical device modalities
- 30 HL7 interfaces
- 1 data warehouse connected to 6 information systems
- 3 new information systems (for ECG management, PACS and a Cardiology EMR)

My role:

- Technical lead (led team of 8 business analysts, testers, and HL7 specialists).
- Developed high-level architecture and requirements for 30 HL7 Interfaces
- Wrote Master Patient Index (MPI) criteria used to unify records at 3 hospitals.
- Developed data warehouse to connect 6 information systems
- Developed performance management reports
- Automated tests saving more than 2000 man-hours
- Daily clinician engagement and organization of clinical working groups
- Daily management of 3 vendors
- **Critical Care Information System** (Client: University Health Network) 2006-2007
- Technical lead of a $16 million dollar provincial project used by 100+ hospitals
- Led team of 8 people including business analysts, testers, HL7 and network specialists
- Project managed 21 hospitals
- Coordinated user acceptance testing at 7 hospitals
- Daily vendor management including negotiation of fixes/releases, acceptance criteria and security testing contract with KPMG.

PharmAchieve, Founder and CEO, 2009-Present

- Co-founded organization to train foreign pharmacists to pass oral licensing examinations
- Hired 17 employees including professional actors to serve as "standardized patients" and pharmacists to serve as assessors

- Edited more than 100 case scenarios that students must practice

- Acquired Yonge Street location

- Achieved stellar satisfaction ratings

Harvard Medical School, Decision Systems Group, 2004-2006

- Developed toolkit used to anonymize more than 1 million patient records at Beth Israel Hospital, Boston (thus exempting them from HIPAA privacy requirements and freeing the records for medical research)

  The graduate thesis resulting from this work, "A Theory and Toolkit for the Mathematics of Privacy" won 1st Runner up for MIT's Best Technology & Policy Thesis Prize

- Developed predictive healthcare models and predicted future year costs

Harvard Medical School, INDIVO Health Record Project at Children's Hospital Boston, 2004-2006

- Trained personnel in PMO methodology used to manage $30 million in projects

- Developed strategies and technologies used to integrate medical records of Harvard-affiliated hospitals into a common multi-institution record that:

- Maintains records based on the latest HL7 standards – without requiring the participating hospitals to internally adopt those standards

- Allows records to be upgraded to new standards that may emerge at low cost

- Support records that are both human readable (via the web) and computer understandable (for data mining)

  These ideas are summarized in the following paper:

  Katirai, H, and Sax, U. (PhD), Unlocking the Value of Clinical Information: What you need to do now to enjoy benefits in the future, in Knowledge Management for Medicine 2005. Available online at: http://www.mit.edu/~hooman/papers/katirai_kmm2005.pdf

- Developed a patient-centered system for Harvard hospitals that allows patient to control access to their medical records via (1) a 1-800 number (2) the web or (3) or a cell phone

- Received offer for a "Head of Information Technology" position at the Harvard Center for Biomedical Informatics (CBI)

Microsoft, Product Manager, Redmond, WA 2006

- Internship as Product Manager in Visual Basic.NET group resulting in full time offer

- Authored 80+ Page Value Proposition and Vision Document for Microsoft's Visual Studio line. Work included customer personas, a competitive analysis, positioning

  frameworks (for media interviews and branding), a value proposition for 8 products in their product line and market share, growth projections, and future opportunities.

- Created strategy for upgrading small VARs (the 2nd largest segment of previously untapped customers) to the .NET platform.

- Designed performance incentives for sales channels.

- Solicited support from other departments by focusing on how the strategy would benefit them in areas where they were measured and paid.

- Wrote Visual Basic user survey (costing $80,0000) conducted once every 2 years to guide

  product development and to measure competitive threats and user satisfaction

Veristage, Senior Consultant, 2000-2001

- Consultant in a software and professional service consultancy specializing in predictive models, business intelligence and software that can learn by example

- Product manager of the Categorica suite of automatic text categorization software

- Project manager of automated foreign exchange trading software

Zero-Knowledge Systems, Enterprise Product Manager, 2000-2001

- Product manager chiefly responsible for technology vision behind a 300-person company's product used by large finance and online advertising companies.

- Designed service that reformed and repositioned the privacy practices of large companies. The first customer was DoubleClick (the world's largest online advertising firm at the time).

- Travelled to 5 cities to engage influential analysts, privacy activists, large accounting firms and academics likely to be interviewed by the media prior to a product launch.

- Represented company at technical standards bodies including OASIS and CPExchange.

Additional Technology Experience

- Published one of the first papers outlining how machine learning can be used to filter junk e-mail. This paper is cited in 2 US patents (from IBM and AOL) and 44 publications:

  Katirai, H., Filtering Junk E-mail: A Comparison between Genetic Programming and Naive Bayes, 1999, available online: http://www.mit.edu/~hooman/papers/katirai99filtering.pdf

Internships (1995-2000):

- Nortel Networks Backbone Network Specialist

- Texas Instruments Windows Developer

- WebSENSE, Artificial Intelligence Developer

- Carnegie Mellon University Research Scholar, Business Intelligence

Certifications

- Project Management Professional (PMP), Project Management Institute

- Certified Scrum Master (CSM), Agile Alliance

- ITIL Foundation Certificate (Expected Completion Date: Aug 2009)

Memberships

- Member, Project Management Institute and the following SIGs:

- Healthcare SIG

- Information Systems (PMI-ISSIG)

- Southern Ontario Chapter

- Member, COACH: Canada's Informatics Association

- Member, Boston Product Managers Association (BPMA) f