


# KIRAN KUMAR

DIRECTOR – PERFORMANCE, ACCOUNTABILITY & FUNDING ALLOCATION

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## SKILLS

Leadership

Relationship Management

Developing high performing teams

Contracts & Negotiations

Risk Assessment

Integration

Stakeholder Management

Issues Management-COVID19

Partnership development

Funding allocation

Performance Frameworks

Conflict Resolution

Government relations

Health system planning

## EDUCATION

### BACHELOR OF MECHANICAL ENGINEERING & MANAGEMENT

McMaster University  
Hamilton, Ontario  
1998 - 2003

### MASTER IN BUSINESS ADMINISTRATION (MBA)

Wilfrid Laurier University  
Kitchener, Ontario  
2005-2008

## SUMMARY

Healthcare leader with 15+years of extensive experience in managing accountability and funding within various healthcare sectors in Ontario including community, long-term care, primary care, and hospitals. Oversee 500+ health service providers accounting for \$2.3b in transfer payment dollars. Expertise in relationship and contract management, disbursement of funding, and development of performance frameworks. Successful COVID response lead. Internal and external collaborator, health system planner, strategic thinker. Builder of values-based, high performing teams.

## PROFESSIONAL EXPERIENCE

### DIRECTOR - PERFORMANCE, ACCOUNTABILITY & FUNDING ALLOCATION

Oct 2020 - Present

ONTARIO HEALTH WEST(OHW), SOUTHWESTERN ONTARIO

Lead oversight of all community, primary care, and long-term care health system providers in Ontario Health West (integration of 4 former local health integration networks) including funding allocation, contract development, performance monitoring and risk assessment.

- Currently manage staff team of 10 people throughout southwestern Ontario in a hybrid environment
- Accountable for the oversight of \$2.3b in transfer payment funding in both the Ministry of Health(MOH) and Ministry of Long-Term Care(MLTC)
- Negotiate service accountability agreements across multiple health sectors and Ontario Health Teams(OHT) – OHW holds the largest number of such agreements amongst all regions in the province
- Develop and facilitate performance frameworks across the health system as an enabler to integrated care and improved patient flow
- Responsible for the successful transfer of 51 Family Health Teams and 6 Nurse Led Practitioner clinics into OHW representing \$150m+ in transfer payment dollars in FY 23/24
- Expertise in health system planning within primary care(CHCs, FHT, NPLCs), community support services, mental health & addictions, and long-term care
- Provide expert advice to both Ministry of Health (MOH) and Ministry of Long-Term Care (MLTC) as it relates to health system funding and program implementation
- Oversaw business and cultural integration of 4 former LHINs into OHW and the integration of policies and procedures
- Responsible for the deployment of \$30m+ dollars in net new funding in FY 23/24 to the community/long-term care sectors
- COVID response lead in the rapid deployment of health system funding and support during the pandemic thus enabling HSPs across OHW to continue maintaining operations for patients and clients
- Oversaw deployment of pandemic pay and personal support worker wage enhancement across 250 HSPs to support province's mandate to support HHR
- Provide expert advice to the Ontario Health West executive and Ontario Health corporate team with respect to system performance and risk and project planning
- Review and develop recommendations with respect to capital projects in partnership with the MOH and MLTC

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## TECHNICAL SKILLS

Financial Modelling  
Scenario planning/case costing  
Business Intelligence  
Policy Development  
Strategic Planning  
Value Stream Mapping  
Process Improvement  
Microsoft Office Suite

## PROFESSIONAL DEVELOPMENT & SPEAKING ENGAGEMENTS

CIHI Surgical Conference  
Washington, D.C.  
2011

Wilfrid Laurier University  
Speaking Engagement – Local  
Health Integration Networks  
2019

Harvard ManageMentor  
Leadership Training  
2023

## VOLUNTEER EXPERIENCE

**Director, Board of Directors**  
Rainbow's End Community  
Development Corporation  
2013 – 2018  
- Rainbow's End is dedicated to  
creating supportive and diverse  
social enterprises through which  
people living with mental illness  
can experience empowerment,  
inclusion, and dignity.

## PROFESSIONAL EXPERIENCE *continued*

### DIRECTOR - PERFORMANCE, ACCOUNTABILITY & FUNDING ALLOCATION

Oct 2020 - Present

- Issues management lead in the identification, management, and mitigation of an array of issues
- Lead on Auditor General of Ontario recommendations
- Regional corporate audit finance lead and Enterprise Risk Management lead
- Key participant in inter-regional and provincial committees on provincial funding frameworks

### ADVISOR, QUALITY AND RISK MANAGEMENT

Dec 2014 - Oct 2020

HNHB Local Health Integration Network (merged into Ontario Health), Hamilton, ON

- Managed and supported a portfolio of over 80 health service providers to help advance the strategic aim of the Hamilton Niagara Haldimand Brant LHIN from a performance and accountability lense
- Led Long-Term Care Service Accountability Agreement(LSAA) provincially
- Collaborated with providers to successfully negotiate and manage performance and accountability agreements
- Identified, assessed, and mitigated system-wide risk issues from an ALC lense
- Worked collaboratively in knowledge-based teams focused on quality improvement across health care providers
- Led development of Quality Improvement plans in community sectors
- Analyzed local services, researched best-practices, and developed recommendations for system improvement and enhancement
- Facilitated performance improvement plans across multiple sectors to drive system improvement and accountability
- Co-led the development of the International Agricultural Worker program
- Provided advice to regional and provincial tables on health system performance and improvement
- Member of core team to support OHT integration agenda into OHW

### DIRECTOR OF QUALITY, LEGAL AND RISK & CHIEF PRIVACY OFFICER

Apr - Jun 2014

Jul 2012 - Jan 2013

St. Mary's General Hospital, Kitchener, ON (member of St. Joseph's Health System)

- Diverse portfolio with oversight for risk management and mitigation, resolving privacy related matters with vendors and patients, emergency preparedness
- Functioned as primary liaison with insurers and legal counsel with respect to hospital claims including investigations into matters
- Contract review and negotiation, RFQ development, addressing FOI requests
- Facilitate timely resolution of safety recalls
- Key member of quality-of-care reviews and implementing recommendations
- Projects completed include developing board quality work plans, reviewing and developing a performance measurement framework at the board and executive level, and developing an education session with respect to improved governance at the board quality level, developing processes for smoother patient flow
- Responsible for Freedom of Information requests

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## REFERENCES

Available upon request

## PROFESSIONAL EXPERIENCE *continued*

### PERFORMANCE IMPROVEMENT CONSULTANT

Dec 2006- April 2014

St. Joseph's Healthcare Hamilton, Hamilton, ON (member of St. Joseph's Health System)

- Provided analytical support through data collection and value-added analysis to improve hospital performance
- LEAN trained and facilitated quality improvement that has led to tangible results in various clinical and non-clinical areas
- Assumed a quality and patient safety leadership role in the Peri-Op/Surgical programs - facilitated corporate strategy in introducing patients to quality councils
- Portfolio consisted of Peri-Op, MSK, General Surgery and Ophthalmology
- Co-chair of the 25-member corporate Surgical Quality Committee, whose mandate is to plan, facilitate, and monitor quality improvement processes in alignment with the strategic priorities
- Member of the hospital's strategic planning committee
- Experienced in benchmarking exercises, program transfers, physician evaluations
- Recruited, supervised, and mentored MBA students from McMaster's HSM Program
- Facilitated and collated results for physician performance appraisals in conjunction with Medical Affairs
- Led responsible programs through two accreditation cycles (2008, 2011)
- Developed and launched balanced scorecards organizationally and pioneered first versions of physician scorecard
- Participated and led various quality of work life/service excellence corporate initiatives including the St. Joe's Leadership Convention Planning Committee
- Other programs supported include Complex Continuing Care, Rehabilitation, Woman's/Infants
- Implemented electronic survey tool organizationally

### PROGAM MANAGER

May 2003 -Jul 2006

Bend All Automotive, Ayr, ON

- Responsible for sourcing and managing new and current business for HVAC components with General Motors, Ford, and Chrysler
- Participate in design reviews at customer locations, visit manufacturing facilities throughout North America to address quality/assembly concerns
- Responsible for launching new programs from the prototype process into the production environment ensuring all systems are in place prior to start of production
- Generated cost models, quotations, and responsible for resolving/negotiating commercial issues, co-ordinate engineering changes per customer requests
- Manage supplier progress to ensure their deliverables are submitted on-time and to standard