Martin B. Howard

New York, NY

"Great IT Costs Less"

Martin Howard is a transformational leader with over 25 years' experience driving revenue and profit increases for employers and clients primarily in healthcare and professional services. He is a proven executive offering a unique combination of technology, operations and business development experience and acumen. Utilizing IT as a transformative tool, he has consistently delivered on-time, on-budget solutions driving organization-wide improvements in complex environments.

He is skilled in designing and implementing innovative structures and processes, delivering analytical platforms, creating new business capabilities, establishing strategic plans and partnerships, and providing strong operational leadership. Mr. Howard is an outstanding problem solver, skilled at diagnosing and surmounting the challenges required to close the gap between business requirements and the systems that satisfy those requirements.

Transformation
Strategic Planning
Clinical Operations
Turnarounds
Big Data
Analytics and AI
M&A
Emerging Technologies
Patient Portals
Value-Based Care
EMR Implementation &
Optimization
Revenue Cycle
Systems Architecture
Integration
SaaS
Compliance
Cost Optimization
Startups
VRM

Aligning technology with business and client goals, he builds and leads teams, business lines, projects and programs that significantly improve efficiency and productivity in diverse environments. Optimizing the balance of emerging and proven technologies, commercial software and state-of-the-art development methodologies, and in- and out-sourcing, Martin has delivered secure, functional, scalable, high-performing and cost-effective information platforms.

As an industry executive and as a consultant in leadership roles with Big Four accounting firms, he led mergers and acquisitions for more than 600 organizations, while also directing healthcare operations and IT transaction diligence, post-deal, and other M&A projects.

Mr. Howard is both visionary and practical. His innovative and business-focused approach combined with exceptional execution sets him apart. This includes linking all expenditures to business objectives, aligning personnel and processes to positively impact the bottom line, translating and converting business requirements into technical solutions, architecting scalable solutions for both large and small environments, and building, leading and motivating top performing teams.

A results-oriented team builder and effective communicator, Mr. Howard excels at establishing and maintaining C-level, board, and investor relationships, building organizational structures and processes, and recruiting and mentoring teams to produce impactful and measurable growth and success across a wide range of organizations.

Mr. Howard leverages his knowledge with a tireless work ethic to deliver results. He is an analytical problem-solver with exceptional organizational skills who turns ideas into action and challenges into opportunities. He understands all sides of complex issues and brokers agreement among stakeholders including business, government, vendors, customers and engineering organizations to establish and achieve targeted goals.

His skills in guiding critical operational and technical initiatives to a successful conclusion are complemented by well-practiced negotiating skills, a willingness to "roll-up his sleeves" and the ability to engender trust and inspire the confidence of stakeholders at every level.

CAREER SUMMARY

Interim Chief Information Officer
New York Proton Center, Nov 2018 – Sep 2019
Partnership with Memorial Sloan Kettering, Mt. Sinai, Montefiore Health Systems, Varian Oncology and Optum (United Health Group)

Joined NYPC to design and launch startup Proton Center in New York State, an IT platform and team dedicated to treatment, research and patient care, in nine months.

- **Launched NY Proton Center - Radiation Oncology on time/under budget**. Integrated patient data, images, provider and claims data from multiple incompatible EMRs and imaging systems. Recruited IT team, vendors, and implemented systems. Built and led diverse teams of stakeholders including clinicians, executives, vendors, IT leads, compliance and security professionals and others. Had all tools and systems in place to treat patients, submit claims and manage all operations on schedule and under budget. Specific accomplishments included:
  - Created cross functional leadership team across health systems and vendors.
  - Built IT platform to support healthcare provider in partnership with 3 Academic Medical Centers.
  - Enabled automated data sharing across organizations with EMR, security, radiology and workflow systems.
  - Built IT department one-third the size and half the cost of prior plans.
  - Renegotiated contracts detrimental and unfair to Proton Center, reducing costs up to 60%.
  - Delivered IT platform while reducing actual costs for support, security, asset management and other functions. Cost reductions compared to legacy or planned spend ranged from 15% to 35%.

Partner / Interim Chief Information Officer
TechCXO / Axia Women's Health, Mar 2017 – Oct 2018
Largest Women's Health Care Group in the United States

While a partner at TechCXO, recruited by Axia's private equity owner (Audax) to take on CIO role. Integrated two back offices and built structures, processes and systems to support aggressive growth.

- **Restructured and Integrated multiple women's healthcare Networks**. Private Equity firm purchased two large specialty practices and rapidly acquired additional locations. Legacy IT platform, department and systems were not adequate to support growth. Led restructuring of IT department including compliance, clinical practice and risk management. Rolled out new EMR to 100+ locations. First day on job, notified of data breach which was seventh largest healthcare security incident in 2017. Responded to data breach so effectively that regulatory/government agencies took no action. IT spending was in lowest 10% of comparable organizations. Specific accomplishments included:
  - Implemented new EMR across 65 locations in six months.

- Upgraded infrastructure and systems from high-risk to industry-leading platform.
- Launched new corporate functions including Enterprise Risk and Clinical Innovation committees.
- Limited IT spend to 2.4% of revenue while delivering exceptional IT, enabling and driving growth.

Chief Information Officer
Amedisys, Inc., Apr 2015 – Nov 2016
Leading home health/ hospice provider with care centers in 40 states, publicly-traded $2B company delivering 9+ million patient visits each year

Recruited by CEO while a Deloitte consultant. Assumed leadership role in "Hospital at Home" Emergency Department diversion pilot program. Outsourced non-strategic functions while building effective leadership team integrated with business lines. Performance measures rose dramatically. Led integration of multiple acquisitions on schedule and within budget.

- **Built innovative Big Data Analytics Platform**. Company lacked mechanism to use patient information to understand, manage and enhance performance. Led design and implementation of Amedisys Care Engine (ACE), providing data, reports and analytics that enabled and drove measurable improvement in clinical outcomes, financial performance, patient and employee satisfaction and more. CMS measures of performance are 34% above industry average and well above all competitors. Additional indicators of success included growth in share price and rapid growth with continued exceptional clinical and financial outcomes.

- **Triggered corporate growth through IT transformation**. IT platform was too expensive and hindered regulatory compliance, patient care and financial performance. Internal platform could not be compliant with looming ICD-10 deadline nor achieve HIPAA or other compliance. IT spend was 5%+ of revenue and growing. Rebuilt and re-focused IT function. Implemented commercial EMR at 400+ locations, built innovative ACE, integrated IT staff with business lines, and implemented appropriate mix of emerging and legacy technologies. Specific achievements included:
  - Enabled and drove clinical, financial and operational improvement, including STAR ratings improvements from 3.8 to over 4 in 18 months, and over 4.3 currently, much higher than any competitor.
  - Improved performance dramatically while reducing IT spend from over $37M to about $20M, from over 5% to about 2.5% of revenue, and headcount from about 300 to 60 in about 14 months.
  - IT performance transformed from "limiting factor" to driving performance improvement and growth organization-wide.

Director, Strategy and Operations (S&O)
Deloitte Consulting, Jan 2014 – Apr 2015
S&O provides performance improvement and deal-related operation, integration, and other diligence and post-deal services

Developed IT transformation and strategic plans for large healthcare systems (Catholic Health Initiatives, Novant Health) and for integration of two global medical device firms. Developed new diligence offering (Enterprise Information Management) delivered to health systems and private equity clients.

Managing Director, Strategic Services Group (SSG)
KPMG, LLP, 2012 – 2014
SSG provides deal-related operations, financial, integration, and other diligence and post-deal services

Lead practitioner for operations component of healthcare transactions. Led initiatives to offer and sell "pull-through" work originating from diligence, helping clients realize opportunities, mitigate risks and achieve improvements.

Executive Director, Transaction Advisory Services (TAS)
Ernst & Young, LLP, 2005 – 2011
TAS provides financial, tax, technology, operational, commercial, and legal due diligence assistance to investors and companies across the life cycle of a transaction, for mergers, acquisitions, divestitures, spin-offs, and carve-outs.

Led diligence and other M&A projects for Operations and Technology (O&T) for over 400 transactions, ranging from national providers of care to start-up organizations. Led a management consulting project for an academic medical center's re-acquisition of hospitals from a private for-profit management company. Sold and led follow-up consulting projects for healthcare organizations including integration, business process improvements, cost-reduction initiatives, and shared services design and implementation. Leading revenue generator for the practice.

Senior Vice President
Patient Care, Inc., 2003 – 2005
Home health care provider in 10 states, caring for over 7,000 people each day

Brought on by new (private equity) ownership to create strategic direction for IT and other back-office functions to position company for rapid growth. Rebuilt back office and shared services functions, reduced staff by 45% and expenses by 25%. Blended established and cutting-edge technologies to support growth and innovative programs. Enabled measurement and control of clinical practice.

Chief Information Officer
Ingenix Inc. (division of UnitedHealth Group, now Optum), 2001 – 2003
Global company with a full range of services provided to the pharmaceutical and biotech industries

Designed and built industry-leading global infrastructure platform and new application portfolio to enable aggressive growth. Reduced staff and costs by 25%, combining departments, and creating a global shared services center. Named "turnaround performer of the year" for department improvements after 6 months at Ingenix.

Vice President and Chief Information Officer
Erickson, LLC, 1999 - 2001
Develops, builds, and manages continuing care retirement communities (CCRCs)

Erickson had diverse business lines, from one of nation's largest construction firms to operating an HMO, extensive residential and retail operations, and research foundation. Erickson was a fast-growing company, operating 19 sites in 10 states. Designed and built shared services back-office model to support nine 2500-resident sites in five states, enabling growth while reducing operating expenses 4% +each year. Completely rebuilt IT department, reduced staff by 35%, eliminated multiple management layers, instituted structures and processes. Overhauled inadequate infrastructure and application portfolio to meet current needs and enable growth. Developed shared services model to support sites.

Founder and Chief Operating Officer

Maryland Hospital Association, Center for Performance Sciences (CPS), owned by MHA, 1986-1998

Represents all acute care hospitals, specialty hospitals, and health care systems in Maryland

CPS included IT at MHA, International Quality Indicator Project (QIP), and consulting services for performance management. Also served as MHA Vice President, CIO, and co-founder of CPS, start-up global health information and clinical outcomes company. As member of the MHA executive team, participated in decision-making on mergers, integrated systems development, clinical performance, regulatory and payment issues, managed care, and accountability. Represented Maryland's hospitals for key policy reforms, health information and IT, Medicaid reform, and other state and federal initiatives. Planned and managed all information technology at MHA.

Education / Professional / Personal

Education: **BA,** Social Sciences, University of Chicago.

Technical Toolbox: Multiple Hospital EMRs, Varian Radiation Oncology, IBM Watson, MS Azure, NetApp, eclinicalworks, Greenway, other clinical systems, Oracle, Salesforce, MS Dynamics, Homecare Homebase, Peoplesoft, CRM, Hortonworks, Kafka, SAAS.

Volunteer and Professional Groups:
- Extensive participation, presentations and leadership roles in professional groups including HIMSS, CHIME and CIO roundtables.
- Treasurer, 265 Riverside Co-Op Corporation Board.
- Volunteer representative for Frenchtown, NJ special commission.

Frequent speaker and contributor to industry publications.