MARTIN B. HOWARD

New York, NY

IT EXECUTIVE– OPERATIONS, TECHNOLOGY AND STRATEGY

732-245-2398 ▪ martin.b.howard@gmail.com ▪ www.linkedin.com/in/martin-howard-cio/ ▪ martinhoward.workfolio.com

Transformation / Turnarounds / Strategic Planning / AI / Analytics / M&A / Emerging Technologies / Operational Improvement / System Implementation & Optimization / Systems Architecture / Integration / Data Science / Communications and Public Speaking / Cost Optimization / VRM / Startups / Big Data / Budgets / Security

Proven leader with impactful experience utilizing IT as a transformative tool to drive revenue, margin and performance increases for startups, **Fortune 100** employers and **Big Four** clients. Develops and delivers secure, functional, scalable, high-performing and cost-effective information platforms. Aligns technology with business and client goals to build programs, projects and systems that significantly improve efficiency and productivity, elevating IT performance while reducing cost.

As an industry executive and consultant in leadership capacity with Big Four accounting firms, led mergers and acquisitions for 600+ transactions, while also directing healthcare operations and IT transaction diligence, post-deal and other M&A projects. Successfully created and grew technical startups in the healthcare arena. Key accomplishments include:

➢ Built IT platform and department for startup Proton Radiation Center, integrating clinical data and images from three academic medical centers with incompatible patient record and imaging systems at 40% less cost than initial plan.

➢ Developed analytics platform for national healthcare organization that drove 30% improvement in clinical outcomes ("STAR" rating) and company-wide gains in revenue, patient / employee satisfaction, productivity and other KPIs

➢ Following significant data breach prior to my arrival, built secure platform and program that resulted in no fines or follow-up actions from CMS or other regulators.

➢ For a global pharmaceutical services company, reduced staff and costs by 25% while building a leading global shared services center. Named "turnaround performer of the year" at division of **Fortune 100** company

➢ Implemented Enterprise Systems (ERP, EMR, CRM, etc.) under budget and ahead of schedule in several diverse organizations.

➢ Leading revenue generator for operations and technology M&A practices in Big Four firms.

➢ Led integration of multiple acquisitions at several companies, all completed on schedule and within budget.

➢ In Big Four roles, selected to lead complex and high-profile projects, for example, a legally contested academic medical center's re-acquisition of hospitals from a private for-profit management company

➢ Founder of successful global analytics and clinical quality businesses (CPS and QIP). From Modern Healthcare: "Press Ganey Associates has acquired one of the nation's forerunner systems for healthcare performance measures, Maryland Hospital Association's Quality Indicator Project…"

➢ Co-creator of a data analytics company (Center for Performance Sciences, a subsidiary of the Maryland Hospital Association) that exceeded growth and revenue targets.

Education: BA, Social Sciences, University of Chicago.

Work History

Corporate Technology Leadership

***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. Completed project 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 partner stakeholders. Had all tools and systems in place to treat patients, submit claims and manage all operations on schedule and under budget. Specific accomplishments included:
  - Enabled data and image sharing across organizations with diverse EMR, radiology and workflow systems.
  - Built IT department one-third size and half cost of prior plans.
  - Renegotiated contracts detrimental and unfair to Proton Center, reducing costs by as much as 60%.
  - Delivered IT platform while reducing costs 15% to 35% for support, security, asset management and other functions.

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 an IT platform to support aggressive growth.

- **Restructured and Integrated multiple Women's Healthcare Networks**. IT platform, department and systems could not support Private Equity driven growth. 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 similar organizations. Specific accomplishments included:
  - Implemented new EMR across 65 locations in six months.
  - Upgraded infrastructure from high-risk to industry-leading platform.
  - 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. *Publicly traded home health/ hospice provider with care centers in 40 states, delivering 12+ million patient visits annually.* Recruited by CEO while a Deloitte consultant. Outsourced non-strategic functions while building effective leadership team. 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. Generated growth in share price and rapid corporate growth.

- **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. Implemented commercial EMR at 400+ locations, built innovative ACE, integrated IT staff with business lines, and implemented emerging/legacy technologies. Specific achievements included:
  - Enabled and drove clinical, financial and operational improvement, including STAR ratings improvements from 3.8 to over 4 in about 18 months, and over 4.3 currently, much higher than any competitor.
  - Improved performance dramatically while reducing IT spend from about $80M to $40M, 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.

Big Four Leadership, 2005 - 2015

Director, Strategy and Operations (S&O), Deloitte Consulting, *S&O provides performance improvement and deal-related operation, integration, operations, and other non-financial diligence and post-deal services.* Developed IT transformation/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. *SSG provides deal-related operations, integration, financial, and other diligence and post-deal services.* Lead practitioner for operations component of healthcare and life sciences 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. TAS p*rovides financial, tax, technology, operational, commercial, and legal due diligence assistance for mergers, acquisitions, divestitures, spin-offs, and carve-outs*. Led diligence activities for Operations and Technology (O&T) matters for 400+ transactions, ranging from national providers of care to start-up organizations. Managed consulting project for academic medical center re-acquisition of hospitals. Sold and led follow-up consulting projects for healthcare and life sciences organizations. Leading revenue generator for the practice.

Earlier Corporate Technology Leadership

Senior VP, 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 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 six months at Ingenix.

Vice President and Chief Information Officer, Erickson, LLC, 1999 – 2001. *Develops, builds, and manages continuing care retirement communities (CCRCs). F*ast-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. Developed shared services model to support sites.

Founder and Chief Operating Officer, Center for Performance Sciences (CPS), 1994-1998. *CPS was owned by The Maryland Hospital Association (MHA) which represents all hospitals and health systems in Maryland.* Co-founded CPS while serving as CIO at MHA. CPS was a global health information and clinical outcomes company, sold to Press-Ganey in 2010. 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. Worked with federal and state governments on data privacy, security and other regulatory matters.

Technical Toolbox

Multiple Hospital EMRs, Cloud technologies, IBM Watson, MS Azure, NetApp, eClinicalWorks, Greenway, other clinical systems, Multiple ERP systems, Homecare Homebase, CRM, Hortonworks / Kafka, XaaS platforms, Customer / Patient Portals, Infrastructure, Project and Program Management tools, BI platforms, Big Data, Data Lake and Data Warehouse

Professional & Personal

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 commissions.