MEMORIAL HERMANN

Vice President, Clinical Revenue Cycle

Leadership Profile

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The Opportunity

Memorial Hermann Health System (MHHS), a nationally recognized, $10B integrated health system headquartered in Houston, Texas, seeks a strategic, collaborative, results-driven leader to serve as its Vice President of Clinical Revenue Cycle (VP).

Memorial Hermann is one of the largest not-for-profit health systems in Texas, recognized for its commitment to innovation, patient-centered care, and operational excellence. The system spans 270 care delivery sites, 17 hospitals, three of which are joint ventures, and a wide range of specialty programs and services. With a workforce of more than 35,000 employees and 6,700 affiliated physicians, Memorial Hermann delivers comprehensive, high-quality care to communities across the Greater Houston area.

The VP is a senior executive leader responsible for setting the strategic direction and driving the performance of clinical revenue cycle functions across a complex, multi-hospital health system. Reporting directly to the Senior Vice President of Revenue Cycle, this individual will lead enterprise-wide efforts to optimize clinical documentation, coding, revenue integrity, and related clinical-to-financial processes that support accurate reimbursement, regulatory compliance, and revenue capture.

The VP will provide oversight and coordination for Health Information Management (HIM), Clinical Documentation Integrity/Improvement (CDI), hospital and professional coding operations, charge capture, revenue integrity, Charge Description Master (CDM) governance, pricing strategy, and associated performance improvement initiatives. The successful candidate will ensure excellence in documentation and coding quality, audit readiness, regulatory compliance, and operational effectiveness while advancing key metrics such as case mix index (CMI), discharged-not-final-billed (DNFB), charged-not-final-billed (CFB), claim accuracy, denial prevention, and net revenue realization.

Working collaboratively with clinical leadership, physician enterprise leaders, quality, utilization management, compliance, patient access, patient financial services, managed care, and finance, the VP will standardize processes, reduce operational variation, and implement technology-enabled solutions that improve performance across the revenue cycle. This executive will also foster a culture of accountability, continuous improvement, and talent development, leveraging analytics, best practices, and innovation to support organizational goals and financial sustainability.

The ideal candidate will bring deep expertise in healthcare revenue cycle management, a collaborative leadership style, and a passion for operational integrity. This is a unique opportunity to shape the future of revenue cycle operations at one of Texas's leading health systems and make a lasting impact on the communities Memorial Hermann serves.

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Organization Overview

Memorial Hermann Health System

As one of the largest nonprofit health systems in the country—and the largest health system in Greater Houston, Memorial Hermann has 18* acute-care and specialty hospitals and numerous specialty programs and services conveniently located throughout the Greater Houston area.

Memorial Hermann's more than 6,500 affiliated physicians and 36,000 employees strive to practice the highest standards of safe, evidence-based, quality care to provide a personalized and outcome-oriented experience across more than 280 care delivery sites.

As a System, Memorial Hermann leads nationally by proudly operating Memorial Hermann Life Flight®, a critical care air medical transport service; TIRR Memorial Hermann, one of the country's premier rehab hospitals; and Memorial Hermann-Texas Medical Center, one of the nation's busiest Level I trauma centers that also serves as the primary teaching hospital for McGovern Medical School at UTHealth Houston.

For 119 years, Memorial Hermann's focus has been the best interest of the community, and, in FY25, Memorial Hermann contributed over $530 million in charity care and community benefit programs.

**Memorial Hermann Health System owns and operates 14 hospitals and has joint ventures with four other hospital facilities, including Memorial Hermann Houston Physicians' Hospital, Memorial Hermann Surgical Hospital First Colony, Memorial Hermann Surgical Hospital Kingwood and Memorial Hermann Rehabilitation Hospital-Katy.*

Accomplishments

U.S. News & World Report: In 2026, TIRR Memorial Hermann and Children's Memorial Hermann Hospital were recognized by U.S. News & World Report as among the best in the nation, along with other Memorial Hermann hospitals.

- TIRR-Memorial Hermann was recognized as the No. 1 rehabilitation hospital in Houston, No. 1 in Texas and No. 4 in the nation.
- Children's Memorial Hermann Hospital was recognized as the No. 3 Best Children's Hospital in Texas and No. 3 in the Southwest Region.

American Nurses Credentialing Center (ANCC) Magnet with Distinction® Designation: In 2026, Memorial Hermann advanced nursing excellence with two new ANCC Magnet® Designations: Memorial Hermann-Northeast Hospital and Memorial Hermann Sugar Land Hospital received the ANCC's top-tier of recognition. They join MH-Cypress Hospital, MH-Memorial City Medical Center, MH-Southeast Hospital, TIRR-Memorial Hermann and MH-The Woodlands Medical Center in earning the ANCC's top tier of recognition, Magnet® with Distinction for nursing excellence worldwide.

These recognitions reflect the exceptional standards the Memorial Hermann's nurses bring to their work each day and the System's longstanding commitment to creating an environment where nurses can grow professionally, lead change, advance evidence-based practice and help shape the future of patient care.

While only 10% of hospitals nationwide achieve Magnet designation, reaching this highest tier of recognition across multiple facilities is a different level of accomplishment. It speaks to the system's investment in nursing excellence and the hard work and dedication of teams working together to achieve excellence in nursing and patient care.

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Vizient: Memorial Hermann-Texas Medical Center achieved its first-ever ranking among the Top 5 U.S. academic medical centers. Three Memorial Hermann hospitals were also recognized as Top Performers in clinical quality and sustainability excellence.

In addition, as a national leader in delivering safe, high-quality care and exceptional experiences for patients, families and communities:

- Society of Thoracic Surgeons and American College of Cardiology awarded the Larry D. Johnson Heart & Vascular Institute at Memorial Hermann-Texas Medical Center the highest rating for patient care and outcomes for the Transcatheter Aortic Valve Replacement program.

- Eleven Memorial Hermann hospitals received the American Heart Association Get With the Guidelines Stroke Quality Achievement Awards for their commitment to offering stroke patients the most appropriate treatment following nationally recognized, research-based guidelines.

Memorial Hermann Foundation announced a visionary $250 million first-ever comprehensive campaign to support the health and well-being of the community now and for generations to come:

- More than $20 million was contributed to the Memorial Hermann Foundation in FY25 to support a $55 million campaign for a much-needed new Life Flight fleet to expand the critical care air medical transport services range, enhance technology and improve safety with a goal of saving lives in the community. Memorial Hermann also welcomed the first aircraft of their new fleet into operation. In tribute to the John M. O'Quinn Foundation's founding gift to the campaign, the inaugural helicopter will proudly bear the O'Quinn Foundation's name.

- In the past 10 years, the Foundation has raised more than $200 million in philanthropic support—with $37.35 million contributed from generous donors.

- Gifts to the Foundation support key initiatives, including Memorial Hermann Life Flight, Memorial Hermann Institute for Nursing Excellence, Heart & Vascular, Community Health and TIRR Memorial Hermann.

Partnerships with academic, community and business leaders support clinical, workforce development and community outreach and engagement:

- Memorial Hermann's partnership with the University of Houston includes scholarships for the school's student athletes. University of Houston medical students are offered clinical rotations at Memorial Hermann community hospitals and clinics, and several Memorial Hermann Medical Group and MHMD physicians serve as preceptors.

- Memorial Hermann's long-standing athletic partnership with the Houston Rockets includes serving as the Rocket's health and orthopedic partner. Memorial Hermann also partners on community programs including community park court renovations, and the Children's Memorial Hermann "Be Fit" and "Rocket Run" programs.

Memorial Hermann has also received recognitions that reflect the commitment to make Memorial Hermann the employer of choice, including: Becker's Hospital Review's "Top Places to Work in Health Care," Forbes' lists of "Best Employers for Health Care Professionals" and "America's Best Large Employers," and Newsweek's lists of "America's Greatest Workplaces for Women," "America's Greatest Workplaces for Culture and Belonging," and "America's Greatest Workplaces for Parents and Families."

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Culture and Community

Mission

- Memorial Hermann Health System is a nonprofit, values-driven, community-owned health system dedicated to improving health.

Vision

- To create healthier communities, now and for generations to come.

Values

- **Community:** We value creating a welcoming environment where everyone can access high-quality care, feel respected and connect in meaningful ways.
- **Compassion:** Understanding the privileged role Memorial Hermann plays in people's lives and caring for everyone with kindness and respect.
- **Credibility:** Conducting business responsibly and prioritizing safety, quality and service when making decisions.
- **Courage:** Acting bravely to innovate and achieve world-class experience and outcomes for patients, consumers, partners and the community.

Service Standards

- Safe
- Caring
- Personalized
- Efficient

Brand Promise

- Advancing health. Personalizing Care.

Reach & Impact

Memorial Hermann Health System continues to expand its care site operations to serve more neighborhoods and communities across Greater Houston. From inpatient and rehabilitation care to outpatient, school-based health centers and in-home care, Memorial Hermann takes care of patients when and where they need it. Memorial Hermann has a 119-year legacy of serving Greater Houston and is growing right alongside it.

Memorial Hermann's over 280 care delivery sites include 14 hospitals and four joint venture hospital facilities, 7 convenient care centers, 28 urgent cares and 62 primary practice locations.

In 2025-2026, Memorial Hermann counted:

- 119 Years Serving the Community
- 204,063 Surgeries
- 201,482 Inpatient Admissions
- 4,496 Licensed Beds

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- 785,394 Emergency Center Visits
- 31,055 Babies Delivered
- 4,200 Life Flight Missions

Reimagining Care for Tomorrow

- With a bold vision to create healthier communities, now and for generations to come, Memorial Hermann Health System embeds innovation into every aspect of operations. Innovating purposefully is how Memorial Hermann creates a sustainable and compassionate patient experience that prioritizes quality and disease prevention.

The Innovation Hub, launched in 2022, serves as a proving ground where Memorial Hermann can pilot and test promising innovations across the system. Through the Hub, Memorial Hermann pilots technologies, receives real-time quantitative and qualitative feedback and, if successful, expands use across the system.

Innovation in Action: Artificial Intelligence

That innovation-first mindset drives the approach to deploying Artificial Intelligence (AI) platforms. Memorial Hermann's focus is on AI solutions that:

- Improve access to care and ease navigation
- Reduce documentation burden and clinician burnout
- Enhance clinical and operational decision-making
- Support safer, more consistent and more personalized care delivery

Today, Memorial Hermann has more than 100 AI projects and integrations across the system.

Innovation in Action: Institute for Nursing Excellence

Innovation extends beyond technologies and tools to deploying practices, programs, workflows and continuing education to serve, support and grow clinical care teams. One leading example is the Memorial Hermann Institute for Nursing Excellence (INE), which launched in 2022 with a $2 million gift from the Memorial Hermann Foundation and continues to be supported by philanthropic contributions to the Foundation. The INE creates an innovative health care environment that will grow Memorial Hermann's workforce by attracting and retaining top talent, reimagine care at the bedside and excel to ensure world-class nursing for generations to come.

Now in its fourth year, the Institute for Nursing Excellence goals are to:

- Strengthen the nursing workforce.
- Elevate nursing professional practice as part of the interdisciplinary team.
- Instill a culture of evidence-based practice and research.
- Cultivate innovation and accelerate movement of best practices to the bedside.
- Excel in clinical and operational outcomes.

To accomplish these goals, the Institute for Nursing Excellence works collaboratively across the organization to support:

- Programs of research aligned with organizational priorities
- Highly aligned academic partnerships through a new tiered academic partnership model

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- Strengthening the current and future workforce in academic, career and clinical development opportunities
- System Clinical Education's Nurse Residency Program and Fellowship Programs to help newly graduated and experienced registered nurses adapt to their new work environment. The evidence-based training pathways provide a structured framework in which nurses learn and train to deliver quality care.
- A Professional Nurse Advancement Program (PNAP) that recognizes and rewards direct care nurses for the professional contributions to the practice of nursing. A performance-based career advancement program, supported by the Magnet Model framework and a comprehensive performance evaluation system, PNAP encourages nurses to advance in their profession by rewarding education and certification, clinical skills, research and leadership.

Innovation in Action: HEAL High School

- The Health Education and Learning (HEAL) High School, a partnership of Memorial Hermann Health System and Aldine Independent School District, welcomed its third freshman class in 2026. HEAL opened in the fall of 2024 and was initially supported by a $31 million gift from Bloomberg Philanthropies to the Memorial Hermann Foundation.
- This third class of freshman joined 190 second year and more than 165 third-year peers in the first-of-its-kind high school that addresses two critical needs: expanding the local health care workforce and providing a new educational pathway for local students to graduate into meaningful, well-paying careers.
- In 2025, HEAL opened a campus-based, state-of-the-art simulation lab replicating a Memorial Hermann hospital-based facility. Students receive hands-on experience using the same equipment they would use in a hospital setting.
- For Memorial Hermann, HEAL underscores the broader mission: to extend beyond providing high-quality medical care within hospital and clinic walls and to improve health in the communities that Memorial Hermann serves.

Memorial Hermann Physician Organization

The Memorial Hermann Physician Organization is comprised of a network of independent, academically affiliated and employed physicians.

- Memorial Hermann has a decades-long commitment to creating accountable physician networks that do more than what many in the health care space call "sick care" – waiting for a patient to walk through the doors when he or she is already demonstrating signs and symptoms of illness, a worsening of a chronic condition or a medical issue that could have been avoided through preventative care.
- This principle has guided the formation, development and expansion of Memorial Hermann's Physician Organization, which is comprised of three distinct groups — employed, academic and independent providers.

Currently, Memorial Hermann has over 6,000 physicians and advanced practice providers in network (5,526 providers and 1,536 APPs). Of those providers:

- 1,430 are primary care, hospital-based specialists who operate in Memorial Hermann Outpatient Clinics and Community Health Hospitals and focus on accelerating growth across all markets in Memorial Hermann's traditional primary service area as well as assessing growth opportunities in markets with pent up demand where we don't have a MH footprint. We also leverage this group to pilot different technology and support structures.

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- 2,159 are hospital-based, academic specialists, including full-time community-based outpatient Primary Care providers that participate in Memorial Hermann's ACO.
- 3,473 are primary care specialists operating in independent outpatient clinics; other outpatient locations, e.g. ASCs; MH hospitals and non-MH hospitals independent practices that encompass a large majority of the clinically integrated network. These providers take part in all payor contracts and are engaged in quality and performance efforts. They are also key in providing access to all of Memorial Hermann's markets.
- Over the last several years we have created several alignment and growth opportunities that help support continued growth for independent providers.
- One such growth opportunity has been driven by The Physician Organization and the Primary Care Service Line which have taken steps to establish a Primary Care Collaborative (PCC) – an initiative designed to improve health outcomes while managing overall health care spend – that will allow us to better serve patients and thrive in future value-based care contracts and relationships.
- Physician alignment is integral to creating value to the ability to work in an ecosystem where both fee-for-service and pay-for-outcomes/performance co-exist.
- Moreover, the physician alignment strategy is one of the things that truly sets Memorial Hermann Health System apart. Memorial Hermann does not employ the majority of the physicians, so has been incredibly intentional about alignment strategy with physicians, recognizing that they are the tip of the spear.

For more information visit: https://memorialhermann.org/

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Position Summary

The VP of Clinical Revenue Cycle is a senior executive leader accountable for the strategy, performance, and operational excellence of middle revenue cycle functions across a large, multi-hospital health system. The role provides enterprise oversight or coordination of Health Information Management (HIM), Clinical Documentation Integrity/Improvement (CDI), hospital (HB Coding) and professional coding (PB Coding) operations, charge capture and revenue integrity (RI) including Charge Description Master (CDM) governance, pricing strategy, and related clinical-to-financial processes that translate patient care into accurate, compliant claims and appropriate reimbursement. This role ensures high standards of documentation and coding quality, strong regulatory compliance, and audit readiness while driving measurable improvement in case mix index (CMI) revenue integrity, DNFB & CFB performance, claim quality, denial prevention, and maximizing net revenue realization. This role will partner closely with clinical leadership, quality, the physician enterprise, utilization review and management, compliance, front-end patient access, back-end patient financial services, managed care and finance to standardize workflows, reduce variation, and enable scalable performance through technology, analytics, and talent development.

Reporting Relationships

Reporting to the Senior Vice President of Revenue Cycle of Memorial Hermann Health System.

Key Collaboration Partners include:

- Chief Revenue Officer/Chief Financial Officer and Revenue Cycle senior leadership (Patient Access, PFS/Collections, Managed Care).
- Hospital and ambulatory operations leadership; service line and ancillary department leaders responsible for charge capture workflows.
- Physician enterprise leadership, Medical Staff leadership, and physician advisors/clinical champions.
- Clinical leadership (CNOs, CMOs), Case Management/Utilization Management, Quality, and Care Management teams.
- Compliance, Privacy/Legal, Internal Audit, and external auditors/payers as needed.
- Health IT/Informatics, Analytics, and Revenue Cycle applications teams (EHR, CDI/coding tools, reporting).
- Third-party vendors/partners supporting coding, HIM/ROI, CDI, audit, and technology solutions.

Responsibilities

- Establish and execute the enterprise clinical revenue cycle strategy (HIM, CDI, HB/PB coding, CDM, charge capture, and revenue integrity) aligned to system financial goals, compliance standards, and patient/clinical experience objectives.
- Design and lead an operating model that standardizes policies, workflows, role clarity, productivity expectations, and quality controls across hospitals and employed physician groups; reduce variation and improve scalability.
- Provide executive oversight of enterprise CDI, including program design, staffing, prioritization, and performance outcomes; partner with physician leadership to improve documentation quality and compliant severity capture.

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- Ensure enterprise-wide coding excellence across inpatient, outpatient, and professional services by setting strategy and oversight for coding operations, workforce competency frameworks, quality auditing, and vendor performance management.
- Own end-to-end DNFB and CFB drivers associated with documentation, coding, and charge capture; set targets and lead interventions to improve throughput, minimize backlogs, and stabilize operations during surges and change events.
- Facilitate the optimization and accuracy for quality measurement programs (eCQMs, AHRQ indicators, CAHPS surveys, Vizient), quality reporting programs (IQR, OQR, specialty QR programs), and payment & ratings systems (HVBP, HRRP, HACRP, and Star Ratings / Care Compare).
- Lead enterprise revenue integrity and charge capture strategy (including charge governance and controls as applicable) to prevent charge leakage, ensure accurate charging, and strengthen pre-bill controls that improve claim quality.
- Provide enterprise oversight of Charge Description Master (CDM) governance and pricing strategy, partnering with Managed Care, Revenue Integrity, and Finance to ensure compliant charge structures, accurate reimbursement modeling, and alignment to payer contract terms.
- Partner with Patient Financial Services and denials teams to reduce preventable denials through upstream interventions (documentation, coding, charging, edits); drive sustained improvement via root-cause management and standard work.
- Support enterprise payer contracting governance by collaborating with Managed Care on contract design considerations and providing middle revenue cycle input to mitigate documentation, coding, and charging risk across contracted services.
- Ensure audit readiness and regulatory compliance for documentation, coding, and charging; oversee internal/external audit responses, manage corrective action plans, and maintain monitoring processes in collaboration with Compliance/Legal.
- Develop and maintain KPI dashboards and executive reporting (e.g., coding turnaround time, quality scores, query metrics, CMI integrity, edit/clean claim rates, charge lag, denial trends); translate insights into action plans.
- Lead technology enablement and optimization with IT and operational leaders (EHR build, CAC/encoder tools, workflow automation, reporting/analytics); ensure design supports compliant, efficient clinical-to-claim workflows.
- Ensure a consistent clinical revenue cycle operating model across academic medical centers, community hospitals, and employed physician groups, while enabling appropriate local workflow variation.
- Build, mentor, and retain high-performing teams; establish clear goals, performance expectations, and succession plans across HIM, CDI, coding, and revenue integrity leaders.
- Facilitate the adoption of automation to improve efficiency, effectiveness, and accuracy.
- Manage budgets, staffing plans, and vendor performance; define and track ROI for initiatives and technology investments.
- Ensures safe care for patients, staff and visitors; adheres to all Memorial Hermann policies, procedures, and

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standards within budgetary specifications including time management, supply management, productivity and quality of service.

- Promotes individual professional growth and development by meeting requirements for mandatory/continuing education and skills competency; supports department-based goals which contribute to the success of the organization; serves as preceptor, mentor and resource to less experienced staff.
- Demonstrates commitment to caring for every member of our community by creating compassionate and personalized experiences. Models Memorial Hermann's service standards of providing safe, caring, personalized and efficient experiences to patients and our workforce.
- Other duties as assigned.

Performance Metrics

- DNFB performance: total dollars and days attributable to documentation, coding, and charge capture; backlog aging and throughput by facility and service line.
- Coding turnaround time and productivity (inpatient/outpatient/professional), including quality audit scores and rework rates.
- CDI effectiveness: query volume, response rate and timeliness, agreement rate, documentation quality indicators, and CMI integrity measures.
- Charge capture performance: charge lag, charge reconciliation accuracy, charge correction volumes, and leakage prevention results.
- Claim quality: edit/work queue volumes, clean claim rate, and percent of claims requiring rework due to coding/documentation/charge issues.
- Denial prevention outcomes: denial rate and dollars tied to documentation/coding/medical necessity/charging, appeal overturn rates where applicable, and recurring root-cause reduction.
- Audit readiness: external and internal audit findings, repayment/adjustment trends, timeliness of corrective action completion, and sustained compliance monitoring results.
- People and service metrics: turnover, vacancy rate, training completion, engagement, vendor SLA performance, and stakeholder satisfaction.

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Goals and Objectives

The following goals and objectives have been identified as priorities for this position:

- Build Trusted Clinical-Revenue Cycle Partnerships: Establish strong relationships with physicians, clinical leaders, coding teams, and operational stakeholders, serving as a trusted bridge between clinical care and revenue cycle functions to improve collaboration, accountability, and outcomes.
- Advance Documentation, Coding, and Clinical Capture Performance: Improve documentation quality, coding accuracy, CDI effectiveness, and physician engagement to enhance CMI performance, reimbursement, quality metrics, and regulatory compliance.
- Strengthen Revenue Integrity and Denial Prevention: Develop a comprehensive revenue integrity strategy focused on charge capture, medical necessity, claim quality, denial prevention, and net revenue optimization.
- Optimize Epic and Technology-Enabled Workflows: Support the system modernization of revenue cycle and documentation processes through Epic optimization, workflow redesign, automation, and targeted technology investments.
- Standardize and Transform Clinical Revenue Cycle Operations: Redesign legacy workflows, reduce variation across the organization, and implement scalable processes and governance structures aligned with industry best practices.
- Develop High-Performing Teams and Leadership Capability: Strengthen organizational talent, leadership effectiveness, and succession planning while fostering a culture of accountability, continuous improvement, and operational excellence.

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Candidate Qualifications

Education/Certification

- Education: Bachelor's degree in business administration, Finance, Accounting, Healthcare Administration, Health Information Management, or related field (or equivalent combination of education and experience) required. Master’s degree (MBA, MHA, MPH, MS-HIM, or related) preferred.
- Professional credentials such as RHIA, RHIT,CCS, CCS-P, CPC, CRC, CDIP, CCDS, RN, or demonstrable experience overseeing mid-cycle operations including HIM, Coding, CDI, and Revenue Integrity.

Knowledge and Work Experience

- Ten (10) years in progressively responsible financial leadership roles.
- Experience with enterprise EHR and revenue cycle platforms (e.g., Epic) and coding/encoder/CAC technologies.
- Lean/Six Sigma or comparable process improvement training and application in complex operations.
- Deep understanding of clinical revenue cycle interdependencies: clinical documentation, coding, charge capture, claim quality, denial prevention and reimbursement accuracy.
- Strong working knowledge of inpatient and outpatient reimbursement and coding rules (e.g., ICD-10-CM/PCS, CPT/HCPCS, MS-DRG/APC concepts, NCCI edits, modifier usage, medical necessity documentation).
- Demonstrated ability to create enterprise governance, standardize workflows, and establish clear performance accountability in a matrixed environment.
- Proven change leadership including workflow redesign, operational transformation, and technology enablement (EHR optimization, encoder/CAC tools, automation, and analytics).
- Progressive leadership experience in middle revenue cycle functions (e.g., HIM, CDI, coding operations, charge capture/revenue integrity) within a complex healthcare delivery system.
- Demonstrated knowledge of federal and state regulations and payer requirements impacting documentation, coding, billing, and reimbursement (e.g., CMS guidance, OIG compliance expectations).
- Demonstrated knowledge of quality and payment- related program measurement, reporting, and public ratings systems.
- Proven ability to lead multi-site teams and drive transformation with measurable outcomes (quality, throughput, compliance, and financial performance).
- Data-driven performance management skills; ability to define KPIs, build dashboards, and translate trends into prioritized action plans.
- Strong communication and influence skills with physicians, clinical leaders, finance, compliance, and

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operational stakeholders; able to drive alignment across competing priorities.

- Experience leading internal and external audits, building corrective action plans, and sustaining compliance monitoring processes.
- People leadership capabilities including talent development, succession planning, and building high-performing teams across multiple sites.
- Ability to travel across the enterprise including the different hospital sites as needed.

Leadership Skills and Competencies

- Outstanding verbal and written communication skills. Excellent skills in presenting material to a variety of audiences including boards, senior executives, physicians and staff.
- High competency in influencing change and managing outcomes in a direct report and matrix leadership environment.
- Excellent organizational time management and conflict resolution skills.
- High energy, strategic leader who balances vision with a strong focus on results.
- Ability to quickly establish credibility and rapport with a broad set of senior executives, board members, physicians and other clinicians.
- Demonstrated capability to cultivate a transparent, approachable, and team-oriented style is essential.
- Exhibit high organization and discipline, coupled with a strong work ethic and a sense of urgency. Demonstrates self-confidence, high intelligence, quick learning abilities, and the capacity to promptly undertake delegated responsibilities and initiate change.
- Possess the ability to solve complex problems, facilitate conflict resolution, and manage highly charged situations with a calm and objective demeanor.
- Tackle problems with humility, showcasing self-awareness and self-reflection. Possesses the capacity to seek assistance, learn from mistakes, and embrace continuous improvement.
- Demonstrate advanced delegation skills, effectively holding individuals accountable, empowering, and unlocking the potential of all staff members.
- Maintain high professional and ethical standards.

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The Community

Houston, Texas

Houston, Texas is the largest city in the state, and the fourth largest city in the United States, with nearly 6.5 million people in the Houston area. The city has a diverse population, adding to its cultural vibrancy. Houston is known for its energy industry, including oil and gas, as well as being a major center for healthcare, aerospace and technology. The city is spread out and has a suburban feel in many areas, with a mix of big neighborhoods and smaller communities. Houston benefits from a well-developed highway system and extensive road network.



Houston has a vibrant food scene, offering a wide range of international cuisines and more. The city has many acclaimed restaurants, food markets and food festivals. The city also has a thriving music scene, particularly in genres like country, hip-hop and rock. Venues such as the Toyota Center host major concerts and events, while smaller clubs and bars feature local artists. Houston is a sports-loving city and is home to professional teams in major sports leagues, including the Astros (MLB), Rockets (NBA), Texans (NFL) and Dynamo (MLS). Houston presents a diverse range of parks and outdoor spaces, providing ample opportunities for recreational activities. Notable parks offer scenic views, walking and biking trails, picnic areas and playgrounds. The city boasts a thriving museum district including the Museum of Fine Arts, Houston Museum of Natural Science, Children's Museum of Houston and the Space Center. The city hosts numerous festivals throughout the year, celebrating various cultures, arts and traditions. Additionally, Houston is within proximity to other notable cities in Texas, including Austin (165 miles), San Antonio (197 miles), and Dallas (239 miles).

Houston has a range of neighborhoods. West University Place stands out as an affluent neighborhood known for its upscale homes and family friendly atmosphere. Southgate offers a desirable mix of historic homes and newer constructions. A bit further out, Midtown is made up of an array of apartments, condominiums, and townhomes. River Oaks is known for its luxurious estates and upscale living. Montrose is a vibrant neighborhood with a blend of historic homes, townhomes, and modern apartments.

Houston Independent School District (HISD) is the largest public school district in Houston, serving many neighborhoods in the area. There are many other notable public-school districts to consider as well. Houston also has a wide range of private schools that offer various educational approaches, religious affiliations and academic programs.

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Procedure for Candidacy

Please direct all nominations and applications to Michael Raddatz and Scott Dethloff through the WittKieffer Candidate Portal by clicking here. Candidates can also find this portal via the WittKieffer website at www.wittkieffer.com and selecting the "Become a Candidate" button.

Michael Raddatz **Senior Partner** **630.247.4941**	**Scott Dethloff** **Senior Associate** **630.575.6176**

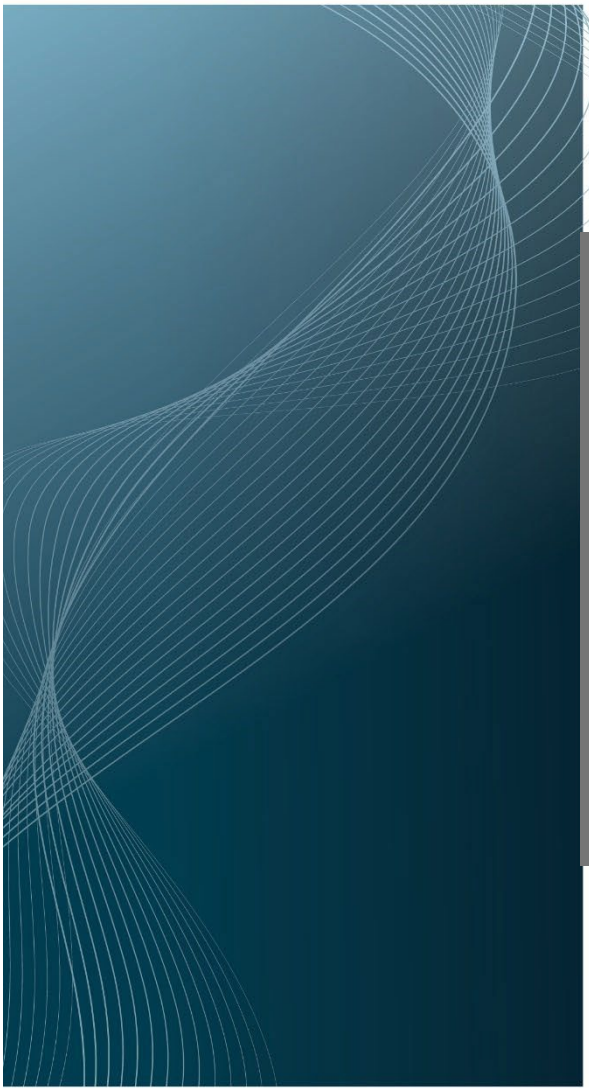
Memorial Hermann Health System values diversity and is committed to equal opportunity for all persons regardless of age, color, disability, ethnicity, marital status, national origin, race, religion, sex, sexual orientation, veteran status, or any other status protected by law.

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