

MEMORIAL HERMANN

Senior Vice President, Chief Information Officer

Leadership Profile

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WittKieffer

Contents

The Opportunity	01
Organization Overview	02
Position Summary	05
Goals and Objectives	08
Candidate Qualifications	09
The Community	11
Procedure for Candidacy	12

The Opportunity

Memorial Hermann Health System (MHHS) seeks a dynamic, distinguished executive to serve as its next Senior Vice President, Chief Information Officer (CIO). Situated in the greater Houston, Texas area, MHHS is a fully integrated health system, with more than \$8 billion in revenue and 270 care delivery sites. The system is comprised of 17 hospitals and numerous specialty programs and services conveniently located throughout the Greater Houston area. Memorial Hermann-Texas Medical Center is one of the nation's busiest Level I trauma centers and serves as the primary teaching hospital for McGovern Medical School at UTHealth. The system employs more than 34,000 employees and 6,600 affiliated physicians who have been committed to delivering safe, high-quality, patient-centered care services. MHHS is currently experiencing significant growth, with several expansion and renovation projects underway.

Reporting directly to the Executive Vice President and Chief Financial Officer (CFO), the CIO will provide both strategic and operational leadership to guide the evolution of the Information Systems Division (ISD), supporting high-quality service delivery across clinical, business, research, and educational domains. A central focus of this role will be the optimization of enterprise systems, including the Epic electronic health record, to enhance performance, improve the provider experience and drive innovation throughout the health system. Other key areas of focus for the CIO will be ensuring the successful ERP implementation, partnering with the Chief Digital Officer on advancing AI initiatives and accelerating the delivery of IT service overall.

In this strategic role, the CIO will be responsible for the comprehensive management of information technology across the organization, encompassing planning, operations, processes, and resource allocation. The position carries accountability for shaping and executing the long-term vision of the IT function, ensuring alignment with the mission and goals of MHHS.

The CIO will be an emotionally intelligent, confident yet humble, visible, and customer-focused leader who is experienced in team-building and capable of building consensus across a complex health system. The CIO will have exceptional communication skills and develop strong relationships across the organization. A business savvy leader who can develop a vision and execute is essential. The CIO will be flexible, forward thinking and drive innovation through leveraging technology. This is an outstanding opportunity for a healthcare technology leader to join a growing health system with a high functioning team committed to improving health in the Southeast Texas region.

Organization Overview

As one of the largest nonprofit health systems in Texas, Memorial Hermann has 17* hospitals and numerous specialty programs and services conveniently located throughout the Greater Houston area.

Our more than 6,600 affiliated physicians and 34,000 employees practice the highest standards of safe, quality care to provide a personalized and outcome-oriented experience across our 270 care delivery sites.

Memorial Hermann-Texas Medical Center is one of the nation's busiest Level I trauma centers and serves as the primary teaching hospital for McGovern Medical School at UTHealth Houston.

Memorial Hermann proudly operates Memorial Hermann Life Flight®, a critical care air medical transport service provided as a community service.

The Memorial Hermann Physician Network, MHMD, is one of the largest, most advanced, and clinically integrated physician organizations in the country. The Memorial Hermann Accountable Care Organization operates a care delivery model that generates high-quality outcomes at a lower cost, and residents of the Greater Houston area have broader access to health insurance through the Memorial Hermann Health Plan.

For 118 years, our focus has been the best interest of our community, and, in FY24 we contributed \$472 million in charity care and community benefit programs.

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

Memorial Hermann Physician Organization

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

Memorial Hermann Physician Network (MHMD)

Founded in 1982, MHMD is the largest clinically integrated physician organization in Texas. Physicians are experienced and board certified, with conveniently located clinical practices throughout the region. Doctors hold each other accountable to deliver care in a manner that is consistent with current scientific evidence and best practices – reporting quality performance and participating in performance feedback in order to achieve and maintain excellence in the practice of medicine. MHMD partners with Memorial Hermann, the largest health care system in the region, to provide a continuum of care for patients. Physicians include the clinical faculty members of The University of Texas Medical School at Houston, encompassing a wide range of specialties and services including clinical research trials.

Memorial Hermann Medical Group (MHMG)

Established by Memorial Hermann in 2006, Memorial Hermann Medical Group brings together many of Houston's leading physicians under one umbrella organization. The individual and group practices that comprise Memorial Hermann Medical Group represent primary care physicians and specialists who share a common vision — to provide the highest level of quality care to their patients.

Memorial Hermann Accountable Care Organization

Memorial Hermann believes that healthcare providers should be accountable for the care they deliver. Memorial Hermann Accountable Care Organization (MHACO) is committed to delivering high-quality care in a cost-effective manner. MHACO consists of a network of affiliated physicians that unite independent and employed physicians of every specialty throughout the Houston area in a common commitment to quality and accountability. These physicians practice evidence-based medicine proven to result in better clinical outcomes and shorter hospital stays—as well as cost savings for healthcare consumers. Through clinical integration, these healthcare providers share information about patient care with each other. This allows them to deliver care that is more coordinated and, therefore, more cost-effective. Each healthcare provider treating a patient receives a more complete picture of that patient's health so physicians and patients can make better, more informed healthcare decisions. In addition to delivering care that leads to shorter hospital stays, MHACO physicians aim to keep patients out of the hospital in the first place. Through the use of preventive medicine and a team-based, proactive approach, MHACO physicians can identify patients at risk of illness before they become ill. For patients with chronic conditions, MHACO offers a full continuum of care that leads to better clinical outcomes and controls healthcare costs.

Mission, Vision and Values

Mission

Memorial Hermann Health System is a non-profit, 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 diversity and inclusion and commit to being the best health care provider, employer and partner.
- **Compassion:** We understand our privileged role in people's lives and care for everyone with kindness and respect.
- **Credibility:** We conduct ourselves and our business responsibly and prioritize safety, quality and service when making decisions.
- **Courage:** We act bravely to innovate and achieve high-quality experience and outcomes for patients, consumers, partners and the community.

Awards



U.S. News & World Report 2023-2024:

No. 4 best hospital in Texas

No. 3 best hospital in Houston Metro Area

Ranks No. 30 nationally in Neurology & Neurosurgery

Ranks No. 45 nationally in Orthopedics

TIRR Memorial Hermann Hospital ranks No. 2 among the country's top rehabilitation hospitals



Magnet Nursing Recognition for Ten Memorial Hermann Campuses:

Memorial Hermann is proud to have 10 facilities recognized with one of the highest national honors for nursing excellence a hospital can receive – Magnet® recognition is a reflection of nursing professionalism, teamwork and superiority in patient care: Memorial Hermann Cypress, Memorial Hermann Greater Heights Hospital, Memorial Hermann Katy Hospital, Memorial Hermann Memorial City Medical Center, Memorial Hermann Southeast Hospital, Memorial Hermann Pearland Hospital, Memorial Hermann Southwest Hospital, Memorial Hermann Sugar Land Hospital, Memorial Hermann–TMC, and Memorial Hermann The Woodlands Medical Center.



Memorial Hermann Designated Once Again as Top Workplace by the Houston Chronicle:

Memorial Hermann was recognized as a Top Workplace in Houston, as reported by the Houston Chronicle. Memorial Hermann ranked No. 19 among Large Companies and is the highest-ranking health care provider in the category. The annual rankings recognize the top 150 workplaces in the Houston area based on employee surveys.



AHA's Foster G. McGaw Prize for Excellence in Community Service:

Memorial Hermann is the 2023 winner of the AHA's Foster G. McGaw Prize for Excellence in Community Service. Memorial Hermann – a non-profit, award-winning health system committed to creating healthier Houston communities – is recognized for its leadership and breadth in building programs, services and initiatives that address the varied health needs of its patients and community.

The Foster G. McGaw Prize

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

Position Summary

Memorial Hermann's vision is to create healthier communities, now and for generations to come.

Memorial Hermann's strategic goal is to enable the entire health system to create more value for patients and populations; that is, delivering the greatest outcomes at an optimal cost, creating exceptional experiences for our patients and a fulfilling work environment for our workforce, and improving health equity and access in the communities we serve.

The CIO position will oversee a team of six executives who represent Clinical Solutions, Business Solutions, Technology, Infrastructure, and Population Health/Ambulatory functions. The CIO is responsible for managing the information technology plans, operations, processes, and resources within MHHS. The CIO will be responsible for strategic vision, long-term planning, direction and overall accountability for system-wide functions. This position provides strategic and operational leadership to guide the future direction of ISD to enable high quality service to clinical, business, research and education operations. The CIO will also collaborate closely with the Chief Digital Officer and serve as a vital member of the system's executive leadership team.

Reporting Relationships

Reporting to the Executive Vice President & Chief Financial Officer

Responsibilities

- Advance Memorial Hermann's strategic goal to enable the entire health system to create more value for patients and populations.

Leadership and Strategic Planning

- Create and maintain the ISD Strategic Plan and Technology Roadmap to support MHHS's organizational strategy.
- Serve as principal administrative officer for the planning, development and implementation of information management systems and advise Memorial Hermann's senior leaders on all related matters.
- Move ISD from implementation through optimization to true business and clinical service excellence.
- Lead and/or attend institutional committees relating to information technology activities and needs.

Innovation and Best Practices

- Plan and set the direction for the use of information technology to keep the institution on the forefront of healthcare, education and research.
- Represent the institution regarding Information Systems activities at the local, state, national, and international levels.
- Ensure that ISD systems operate utilizing best practices and transform ISD people, processes and services.
- Sponsor the information systems planning process for the institution and for affiliated organizations.
- Create a business continuity plan which ensures the organization can operate at all times.

- Provide oversight for the development and implementation of institutional standards, technology architecture, technology evaluation and transfer.
- Facilitate and support the identification of information technology enhancements.

People Development and Workforce

- Own the staffing model and drive efficiency with right sizing and right sourcing to ensure that the workforce structure supports the efficient and effective delivery of services to the organization.
- Create a culture focused on outstanding customer service, high trust and high expectations.
- Develop and motivate senior ISD team to be great leaders inside the institution and create a robust succession plan.
- Act as a role model for Memorial Hermann's values and behaviors, being respectful in relationships with all employees and staff and hold all leaders accountable for the same. Ensure a collaborative relationship with all staff in creating a positive and team-oriented environment for employees.
- Ensure that appropriate leadership and resources are available and organized to focus on the recruitment, retention, development, competence, and growth of qualified people in order to provide superb support and service to the organization.
- Ensure that direct reports and all division leaders have clear performance standards and objectives, are held accountable for and evaluated against these standards and objectives and receive appropriate pay and opportunity for growth and development.
- Develop goals and objectives for the division and initiate specific programs in the various areas of each department.

Support and Service

- Continue to build and support high reliability, stability, strength and scaling of infrastructure.
- Provide accountable oversight and guidance for the operation of major information systems, both inside and outside ISD, recognizing the essential interfaces needed to create seamless systems.
- Create service level agreements and metrics with customers and ensure that people and technical resources are in place to achieve those service level agreements.
- Recommend guidelines and procedures for the use of information technology and related equipment within the institution, including those related to security and stability of platforms.
- Identify (infrastructure) investments, requirements and opportunities needed to enhance business and clinical operations of the institution for its future.
- Provide guidance and assistance in the development and implementation of electronic medical record programs and optimization.

Operational Excellence

- Conduct administrative and business activities consistent with the highest standards of administrative and business practice. Provide administrative oversight and management for the operation of all ISD departments.

- Ensure that the division is managed in a fiscally sound manner consistent with corporate financial goals.
- Develop division operating and capital budgets and ensure financial objectives are achieved.
- Participate in the annual budgeting process and recommend cost projections.
- Guide division capital purchase decision-making consistent with strategic goals and ensure compliance with capital policies.
- Demonstrates commitment to caring for every member of our community by creating compassionate and personalized experiences. Models Memorial Hermann's service standards by providing safe, caring, personalized and efficient experiences to patients and colleagues.
- Other duties as assigned.

Goals and Objectives

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

- Partner with senior management and become fully integrated into the leadership team at MHHS. Build strong relationships across the health system and be perceived as a solid team player who has credibility, integrity, accountability and contributes broadly as a subject matter expert in IT.
- Identify gaps and opportunities to enable effective IT operations and a high-performing, service-oriented team ensuring reliable and consistent service delivery to meet the daily needs of users across the organization.
- Cultivate a supportive and energizing culture that recognizes staff and promotes career growth and development, aiding in recruitment and retention.
- Develop the roadmap to prioritize initiatives to better optimize and leverage the Epic EHR.
- Oversee and ensure the successful implementation of a new ERP system to streamline data management and enhance dashboard reporting.
- Evaluate and enhance IT governance and demand management processes to ensure IDS is focused on the right priorities and assignment of resources while ensuring that IT initiatives are in alignment with the strategic goals of MHHS.
- Partner with the Chief Digital Officer to advance the MHHS digital strategy, incorporating emerging technologies such as AI, to improve the patient and provider experience.

Candidate Qualifications

Education/Certification

- Bachelor's degree in business, computer science or a health care related field. Master's in business administration or related topic preferred.

Knowledge and Work Experience

- An executive with 10+ years of progressive experience in leadership roles in healthcare information technology within a large complex multi-hospital system, academic medical center or teaching hospital.
- Demonstrated experience leading large teams of technical professionals and budget management responsibility for approximately \$100M.
- Experience in the optimization of EHRs within large, complex inpatient and outpatient healthcare settings.

Leadership Skills and Competencies

- Demonstrated track record of successfully building, leading and driving performance in high performing, customer service-oriented organizations.
- Proven experience initiating and successfully implementing enterprise-wide technological and organizational changes to improve efficiency and business continuity.
- Outstanding verbal and written communication skills. Excellent skills in presenting material to a variety of audiences including boards, senior executives, physicians and staff.
- 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.

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.

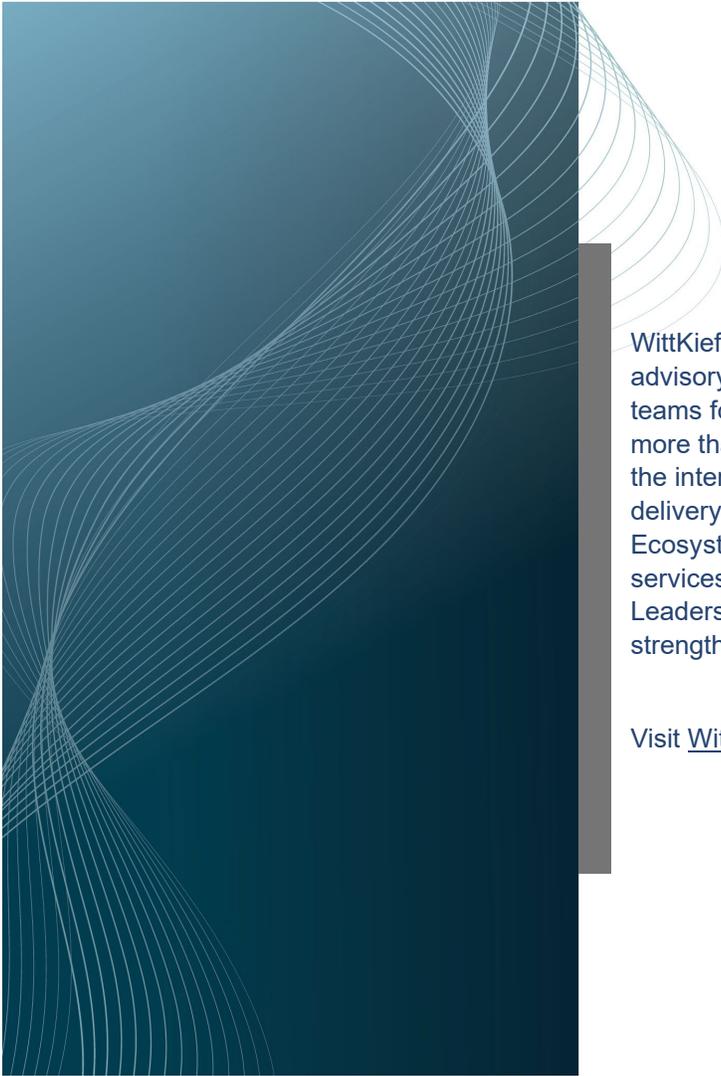
Procedure for Candidacy

Please direct all nominations and resumes to Michael Raddatz, Nick Giannas, and Scott Dethloff through the WittKieffer Candidate Portal by clicking [here](#). Inquiries may also be directed to the consultants through the portal or sdethloff@wittkieffer.com.

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.

The material presented in this leadership profile should be relied on for informational purposes only. This material has been copied, compiled, or quoted in part from Memorial Hermann Health System documents and personal interviews and is believed to be reliable. While every effort has been made to ensure the accuracy of this information, the original source documents and factual situations govern.

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