

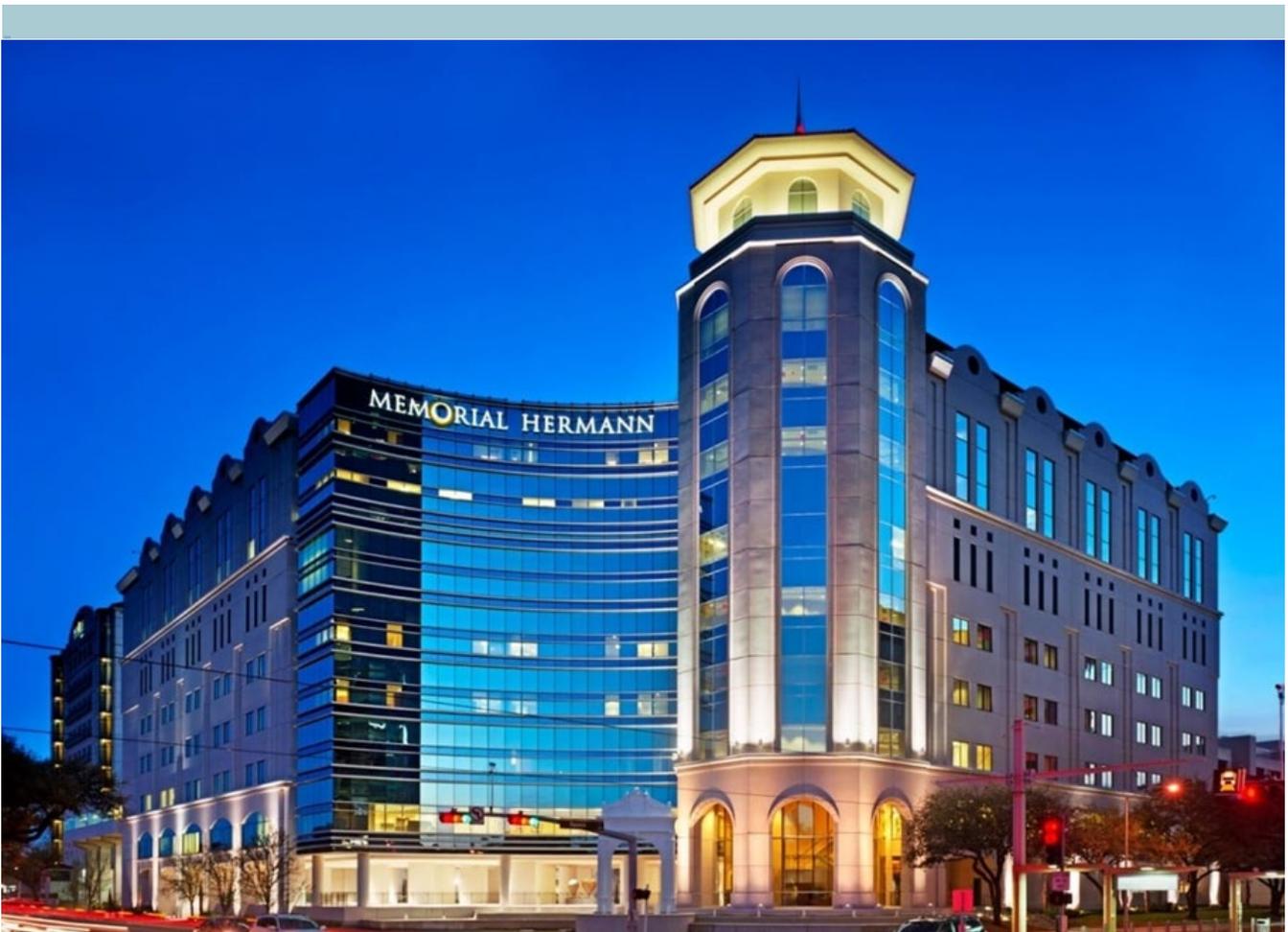
MEMORIAL HERMANN

Senior Vice President – Enterprise Revenue Cycle

Leadership Profile

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WittKieffer

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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 next Senior Vice President of Revenue Cycle Management.

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.

Reporting to the Chief Revenue Officer, the Senior Vice President of Revenue Cycle Management will oversee all revenue cycle functions across the enterprise, including billing, collections, denial management, coding, and patient access. This role is critical to ensuring the financial viability and operational excellence of MHHS. The SVP, RCM will be responsible for leading the strategic integration and advancement of revenue cycle operations, establishing clear, prioritized goals across professional and hospital billing, coding, and related functions to ensure alignment with enterprise-wide objectives.

Key responsibilities include overseeing the post-implementation optimization of Epic, focusing on accurate reporting of KPIs, streamlining workflows, and enterprise-wide integration; while leading the standardization and integration of revenue cycle functions under the platform. This leader will promote effective communication across clinical, financial, and operational teams while ensuring regulatory compliance. The successful candidate will champion transparency around financial performance, proactively communicating its impact at the departmental level. The SVP, RCM will leverage data to identify inefficiencies, guide strategic initiatives, and enhance performance across all areas of revenue cycle. With a focus on performance metrics and continuous improvement, this leader will foster a culture of accountability, innovation, and service excellence.

In close collaboration with hospital CFOs, this leader will focus on maximizing net revenue through enhanced revenue integrity, improving Case Mix Index, strengthening denial management, and advancing clinical documentation practices. They will foster strong partnerships with finance teams to identify downstream challenges and implement proactive upstream solutions. As the organization continues to evolve post-Epic implementation, the leader will assess and realign the revenue cycle team structure to support new workflows and technologies. Embracing the system's digital transformation strategy, they will champion the adoption of AI and automation tools to reimagine how work is done—enhancing scalability, efficiency, and financial outcomes across the enterprise.

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.

Organization Overview

Memorial Hermann Health System

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 3,000 employees practice the highest standards of safe, quality care to provide a personalized and outcome-oriented experience across our 270 care delivery sites extending 1.8 million annual patient encounters and more than 202,000 admissions.

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 which provided 4,100 flights as part of the system's 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 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

Awards and Recognition



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

Additional Awards listed here: <https://www.memorialhermann.org/about-us/awards-recognition>

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 Commitment

We care for every member of our community by creating compassionate and personalized experiences.

Service Standards

Safe: We prioritize the physical and psychological safety and well-being of all who enter the Memorial Hermann environment, ensuring every individual feels confident in the high –quality care and service we deliver.

Caring: We nurture relationships by recognizing diversity, building trust and valuing others.

Personalized: We make every person feel seen and heard by recognizing their unique perspective.

Efficient: We create high-quality experiences for our patients, visitors and colleagues through process improvement, convenience and collaboration.

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 Senior Vice President, Revenue Cycle Management at Memorial Hermann Health System provides strategic leadership for all revenue cycle functions across the enterprise. This includes oversight of hospital and physician billing, patient access, health information management, coding, claims follow-up, revenue integrity, and related support services. The role involves matrixed collaboration with operational leaders, policy development, and the establishment of short and long-term goals to ensure financial sustainability and optimal financial recovery aligned with organizational objectives.

Reporting Relationships

Reporting to the Chief Revenue Cycle Officer, primary direct reports of the Senior Vice President of Enterprise Revenue Cycle include:

- Vice President, Patient Access
- Director, Health Information Management
- Director, Coding
- Director, Clinical Documentation
- Assistant Vice President, RCM Support Services
- Vice President, Patient Accounting – Hospital Billing
- Vice President, Patient Accounting – Physician Billing

Responsibilities

The successful Senior Vice President, Revenue Cycle Management candidate will:

- Advance Memorial Hermann's strategic goal to enable the entire health system to create more value for patients and populations.
- Direct the development, implementation, and continuous improvement of all revenue cycle functions, including billing, accounts receivable, cash posting, charge master management, denial management, vendor relations, clinical documentation improvement, health information management, coding, and patient access (pre- and point-of-service) in collaboration with operational leaders across all business units.
- Evaluate and enhance job structures, workflows, training programs, and hybrid/remote work models to improve productivity, efficiency, and alignment with Memorial Hermann's strategic goals.
- Build and maintain strong relationships with senior leadership, acting as a trusted advisor on the financial and operational implications of revenue cycle activities. Collaborate across departments to ensure seamless, ethical, and efficient patient accounting operations.
- Partner with the finance team on forecasting, budgeting, and internal controls. Ensure compliance with all applicable federal, state, and local regulations related to consumer collections, financial reporting, and tax obligations.

- Stay abreast of CMS and other government-related updates impacting payer contracts and reimbursement, ensuring timely and compliant implementation.
- Provide strategic oversight of A/R management, including payment posting, denial resolution, claim follow-up, recoupments, refunds, and escheatment processes.
- Lead enterprise-wide initiatives to enhance scheduling, pre-service financial clearance, and front-end revenue cycle processes, improving both patient experience and efficiency.
- Establish and monitor daily, weekly, and monthly KPIs to ensure operational excellence, financial performance, and continuous improvement.
- Manage departmental operations within budgetary constraints while achieving optimal outcomes and performance benchmarks.
- Uphold all compliance policies, procedures, and regulatory standards. Maintain the highest level of confidentiality and professionalism in handling patient, client, and employee information.
- Oversee the implementation of new revenue cycle technologies and ensure comprehensive staff training to support adoption and operational integration.
- Partner closely with providers and clinical teams to ensure accurate, compliant clinical documentation, coding, and billing practices.
- Design and implement annual charge master and pricing strategies in alignment with managed care contracting and market competitiveness.
- Ensure safe care environments for patients, staff, and visitors. Adhere to Memorial Hermann's standards for time, supply, productivity, and service quality.
- Encourage continuous learning and skill development. Serve as a mentor, preceptor, and resource to team members, supporting department goals and organizational success.
- Embody and promote the organization's commitment to delivering safe, caring, personalized, and efficient experiences for patients and staff alike.

Goals and Objectives

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

- Build trust within the team by understanding current processes and culture before initiating changes. Promote a collaborative environment that values input, innovation, and continuous improvement.
- Invest time in learning the hospital's operational landscape to become a more effective and informed revenue cycle partner. Use this knowledge to tailor strategies that support departmental needs and improve net revenue performance.
- Establish and communicate a clear set of prioritized goals for the revenue cycle team. Ensure alignment across physician billing, hospital billing, coding, and other revenue cycle functions to support enterprise-wide objectives.
- In partnership with system financial leadership, lead efforts to maximize net revenue by advancing revenue integrity across the enterprise. This includes targeted improvements in Case Mix Index and denial management, supported by enhanced clinical documentation, proactive identification of coding opportunities, and streamlined workflows that reduce denials and accelerate reimbursement.
- Facilitate integration of revenue cycle functions under Epic by promoting effective communication and partnership across departments. Ensure alignment between clinical, financial, and operational teams to support enterprise-wide goals and ensure compliance.
- Lead post-implementation optimization of Epic by enhancing KPI reporting accuracy, streamlining workflows across HIM and coding, and standardizing processes enterprise-wide. Identify and resolve system inefficiencies while leveraging Epic's capabilities to support strategic decision-making. Concurrently, optimize the revenue cycle team structure to align with evolving workflows, technologies, and operational models—driving greater efficiency, accountability, and performance in a transformed environment.
- Establish regular touchpoints with finance teams to identify downstream challenges and proactively implement front-end process improvements, while evaluating the need for structured meetings within the revenue cycle team to ensure alignment and accountability.
- Foster trust and transparency between finance, operations, and revenue cycle teams. Improve communication around financial performance and departmental workflows to drive shared accountability and better outcomes.
- Drive efforts to lower the cost-to-collect by improving operational efficiency and resolving systemic issues. Partner with the Information Systems Department to address and remediate challenges within the Epic platform, ensuring uninterrupted revenue cycle operations.
- Promote a culture of continuous improvement across revenue cycle operations. Promote the use of data-driven tools to surface inefficiencies, guide strategic priorities, and enhance visibility into departmental performance.
- Leverage data-driven insights to develop and implement strategies that enhance revenue capture, minimize leakage, and refine forecasting methodologies in collaboration with financial and analytical teams.
- In partnership with system leadership, drive digital transformation within the revenue cycle by embracing AI and automation tools that align with enterprise strategy—fostering innovation, improving operational efficiency, and reimagining how work is performed to enhance financial performance and scalability.

Candidate Qualifications

Education/Certification

- Graduate degree in a relevant field such as finance, accounting, business administration or related field is strongly preferred.
- Epic module and revenue cycle industry certification is preferred.

Knowledge and Work Experience

- Seven+ years leading large-scale teams and managing substantial budgets, with a proven ability to drive operational excellence in complex healthcare environments.
- A decade of progressive leadership in financial and operational roles within acute and ambulatory care settings; Academic Medical Center experience preferred.
- Demonstrates the ability to lead large, multidisciplinary teams whose work directly influences Memorial Hermann's customer experience, brand reputation, and service excellence. Recognized as a team builder, collaborative leader, and strategic partner committed to fostering a culture of accountability and high performance.
- Brings extensive experience navigating and optimizing operations within large, integrated hospital systems, with a strong understanding of the challenges and opportunities unique to enterprise-level healthcare environments.
- Maintains a proactive approach to monitoring changes in the payor environment, including updates related to CDI, charge capture, and reimbursement.
- Possesses broad and in-depth knowledge of all facets of patient financial services, including scheduling, pre-registration, registration, financial counseling, coding, billing, credit, and collections—ensuring seamless and efficient revenue cycle operations.
- Skilled in monitoring and managing key financial metrics such as receivables levels, cash flow, days in A/R, etc. Adept at implementing strategies to improve financial performance and operational efficiency.
- Maintains detailed knowledge of governmental and healthcare financial regulations, billing requirements, and reporting standards, ensuring full compliance and risk mitigation across all revenue cycle functions.
- Demonstrates a strong track record of aligning patient financial services with the broader financial and operational strategy of a growing health system. Experienced in both policy development and tactical execution to drive sustainable results.
- Capable of articulating a clear strategic vision, gaining stakeholder buy-in, and leading transformative initiatives. Skilled in change management and fostering organizational adaptability in dynamic healthcare environments.
- Possesses a solid understanding of healthcare financial issues, system workflows, and business processes. Experienced in reengineering operations to enhance efficiency, reduce costs, and improve service delivery.
- Skilled in implementing new revenue cycle systems and leading staff training to ensure smooth adoption, operational alignment, and enhanced performance.

- Deep understanding of healthcare regulations, payer requirements, and coding standards including ICD-10, HCPCS, CPT, MS and APR DRGs, HCCs, CC/MCC and SOI/ROM.
- Experienced with Enterprise Resource Planning systems and Microsoft Office applications to support operational efficiency and reporting.
- Ideally possess hands-on experience with Epic's patient accounting applications including Resolute HB/PB, Cadence, Cogito, Slicer-Dicer, HIM, Prelude, Price Estimates, and MyChart.

Leadership Skills and Competencies

- **Strategic Business Acumen:** Deep understanding of healthcare financial drivers and operational levers, with the ability to translate complex revenue cycle data into actionable insights that support enterprise-wide decision-making, margin improvement, and long-term sustainability.
- **Lead with Intuition and Proactive Insight:** Encourage a leadership approach that combines data-driven decision-making with intuitive foresight. Develop the ability to recognize early indicators of potential issues before they are reflected in performance reports. Utilize key dashboards and reports to anticipate cash flow trends and take preemptive action to mitigate risks.
- **High-Performance Culture Builder:** Exceptional leadership and team-building skills, fostering accountability, engagement, and continuous improvement. Serves as a trusted advisor and mentor, fostering professional growth.
- **Cross-Level Communication:** Strong interpersonal and communication skills, with the ability to lead and influence across all organizational levels, including remote teams.
- **Financial Communications:** Proactively communicates financial performance and implications at the departmental level, ensuring clarity, alignment, and informed decision-making across the organization.
- **Continuous Improvement Advocate:** Instills a culture of ongoing process evaluation and enhancement, driving operational excellence and long-term value across revenue cycle functions.
- **Strong Listener:** Demonstrates strong listening skills to understand service line needs, build trust, and shape strategies that reflect enterprise-wide operational goals.

The Community

Houston, Texas

Houston, Texas is the largest city in the state, and the fourth largest city in the United States, with nearly 7.8million people in the Houston area with Harris the third-most populous county in the U.S. 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.

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

Procedure for Candidacy

Please direct all nominations and applications to Michael Raddatz 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.

<p>Michael Raddatz</p> <p>Senior Partner – Healthcare</p> <p>630-247-4941</p>	<p>Stephanie Ikediobi</p> <p>Senior Associate - Healthcare</p> <p>630-575-6164</p>
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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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WittKieffer is the premier executive search and advisory firm developing inclusive, impactful leadership teams for organizations that improve quality of life. For more than 50 years, we have operated exclusively at the intersection of not-for-profit and for-profit healthcare delivery, science, and education – the Quality of Life Ecosystem. Through our expert executive search services as well as our Professional Search, Interim Leadership, and Leadership Advisory solutions, we strengthen organizations that make the world better.

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