

MEMORIAL HERMANN

Associate Vice President, Quality Insights and Transformation

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 next Associate Vice President, Quality Insights and Transformation (AVP).

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 Associate Vice President, Quality Insights and Transformation, offers a unique opportunity to lead and shape the strategic direction of quality reporting, analytics, and performance improvement across a large, complex health system. The leader will have enterprise accountability for the oversight, coordination, and optimization of all major external quality reporting and ranking programs, including Leapfrog, Vizient, CMS programs (IQR, Care Compare Star Ratings, HVBP), and U.S. News. Central to this work is translating external measures into clear, actionable insights that drive internal performance, clinical effectiveness, patient safety, and sustained improvement.

Reporting to the Vice President of Quality and Safety, this leader will partner closely with senior executives, Quality AVPs, Enterprise Analytics, and quality/safety teams to establish consistent analytical standards and deliver robust, decision-ready data that drives performance improvement. The role plays a critical integrative function—aligning data governance, analytics, and performance improvement strategies to ensure accurate reporting, effective submissions, and continuous optimization. Success will be driven by the development of advanced analytic packages, thoughtful performance improvement plans, and close collaboration with physician and nursing leaders across the enterprise on execution and sustainment.

The organization is seeking a seasoned healthcare leader with deep experience in complex systems who thrives at the intersection of analytics, quality, and change leadership. The ideal candidate brings a strong foundation in operational reporting, business intelligence, and clinical performance improvement, coupled with the ability to lead large-scale initiatives and develop high-performing teams. This is an opportunity for a strategic, systems-oriented leader to directly influence enterprise performance, external reputation, and the future direction of quality and safety at scale.

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 that provides 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 2025-2026:

- No. 6 best hospital in Texas
- No. 4 best hospital in Houston Metro Area
- Ranks No. 50 nationally in Gastroenterology and GI Surgery
- Ranks No. 48 nationally in Neurology & Neurosurgery
- Ranks No. 40 nationally in Orthopedics
- Children's Memorial Hermann Hospital ranks No. 32 among the country's top children's hospitals
- TIRR Memorial Hermann Hospital ranks No. 2 among the country's top rehabilitation hospitals

**Top decile in Vizient Quality and accountability rankings:**

- Memorial Hermann-Texas Medical Center
- Memorial Hermann Pearland Hospital
- Memorial Hermann The Woodlands Medical Center



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.



The Foster G. McGaw Prize

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.

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

Reporting Relationships

Reporting to the Vice President, Quality and Safety of Memorial Hermann Health System, the AVP's direct reports include:

- Director, Quality Analytics
- Director, Quality Reporting and Monitoring
- Director, Quality Performance Improvement

Responsibilities

The successful AVP candidate will:

- Establish, support, and optimize an organizational structure that provides analytics, monitoring, and reporting, and performance improvement aligned with the Quality department's goals on quality reporting programs across both inpatient and ambulatory arenas.
- Provide strategic leadership to standardize analytics, reporting, and performance improvement capabilities, processes, and resources across the Quality Monitoring and Reporting, Quality Analytics, and Quality Performance Improvement functions within the Quality Department.
- Collaborate with the physician and senior leadership to continuously improve quality and provide meaningful insights and support effective performance improvement efforts across key KPIs, both as a system and at individual sites.
- Create and maintain a framework for continuous analytics, monitoring and improvements related to the value of clinical services based on quality, cost, and appropriateness of the care and service provided to patients from a ranking perspective.
- Develop internal and external parameters for measuring ranking performance across all measures including but not limited to quality, cost, and patient centered care.
- Oversee development of predictive analytics capability across quality reporting programs in collaboration with Enterprise Analytics, domain leaders and internal Quality Monitoring and Reporting and Quality Analytics teams.
- Develop a robust communication pathway across all portfolios to both system and local leadership and support the Clinical Improvement Committee strategic goals.
- Have demonstrated ability to prioritize and execute deliverables and milestones.
- Show fluency in synthesizing complex data and information and its relevant dissemination to multiple stakeholders including executives, physicians and clinicians.
- Manage departmental human resources related to the direct report team; meet department budget target for labor and nonlabor budgets.
- Ensure safe care to patients, staff and visitors; adhere to all Memorial Hermann policies, procedures, and standards within budgetary specifications including time management, supply management, productivity and quality of service.

- Promote individual professional growth and development by meeting requirements for mandatory/continuing education and skills competency; support department-based goals, which contribute to the success of the organization; serve as preceptor, mentor and resources to junior staff.
- Demonstrate commitment to caring for every member of the community by creating compassionate and personalized experiences. Model Memorial Hermann's service standards of providing safe, caring, personalized and efficient experiences to patients and our workforce.
- Complete other duties as assigned.

Goals and Objectives

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

- Establish oneself as a collaborative, relationship-oriented leader within Memorial Hermann Health System; one who brings a fresh and contemporary perspective on quality, safety and performance improvement and how those functions support the goals of Memorial Hermann Health System.
- Develop credibility, respect, and approachability across the organization, such that this leader is seen as an organizational expert on quality and safety, and a willing and transparent resource to physicians, nurses, and other clinical leaders, and all staff across Memorial Hermann Health System.
- Develop a comprehensive understanding of the organizational structure of Memorial Hermann Health System and the intersection of quality with operational units to engage the clinical leadership in quality improvement. In collaboration with Memorial Hermann Health System leadership, coordinate the development, advancement and integration of the quality and safety agenda that is proactive rather than reactive.
- Assess the current quality analytics, reporting, and performance improvement infrastructures, processes, and resources. Support the Vice President of Quality and Safety and the Chief Medical and Quality Officer; plan and implement continuous improvement initiatives to achieve clinical and service excellence across the continuum that demonstrates an overall standard of high-quality outcomes as characterized by best practices, evidence-based guidelines, and objectively measured against national benchmarks.
- Promote and enhance Memorial Hermann Health System's national standing and reputation as a sophisticated and leading healthcare delivery enterprise, offering reliable and consistent healthcare delivery, and ultimately exemplary outcomes.
- Develop relationships with the Quality and Safety leaders from the clinical departments and service lines and align their activities to ensure that the clinicians are engaged in improving the quality of the care patients receive in both the inpatient and ambulatory arenas.
- Ensure that workflows and processes support the quality goals, making changes where necessary.
- Develop and mentor direct reports to reach their full potential as successful leaders.

Candidate Qualifications

Education/Certification

- Master's Degree required.
- Licenses/Certifications: Lean Six Sigma, Project management and/or Epic certification preferred.

Knowledge and Work Experience

- Ten (10) years of experience in a complex health system or healthcare consulting, including five (5) years of team management experience in complex environments.
- Five or more years of experience with deployment of operational reporting and/or business intelligence solutions, and one to three years of clinical performance improvement in a complex health system.
- Ability to lead, direct, and facilitate the implementation of large-scale projects (improvement and change efforts) across a complex and multi-disciplinary organization.
- Experience with systems thinking, organizational design, and innovation is highly desired.
- Proven skill in managing, mentoring, and coaching a team of direct reports.
- Superb command of business analytical skills (process flows, procedures, data marts, modeling, etc.), statistical principles, database management and design and architecture tools.

Leadership Skills and Competencies

- Demonstrated track record of successfully building, leading and driving performance in high performing, customer service-oriented organizations.
- 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 7.8 million 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.

The 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

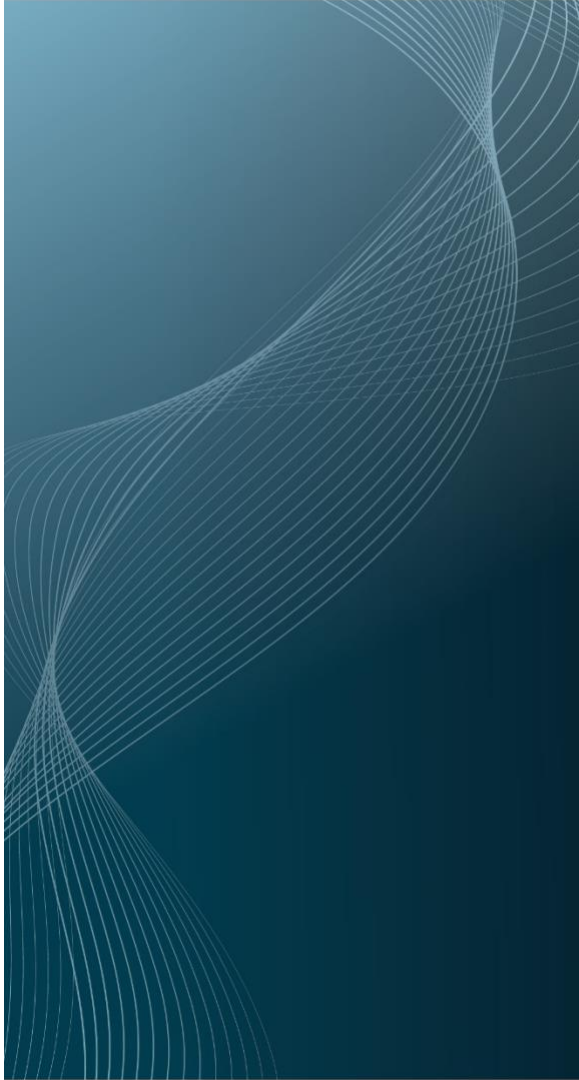
Please direct all nominations and applications to Mike Raddatz, Dan Dimenstein and Taeler Kaufmann through the WittKieffer Candidate Portal by [clicking here \(enter link\)](#). Candidates can also find this portal via the WittKieffer website at www.wittkieffer.com and selecting the "Become a Candidate" button.

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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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