

# Amanda B. Spielman

*Results driven leader in healthcare administration, with 20+ years of executive experience, serving both inpatient and outpatient environments, as well as leading numerous medical and surgical service lines and managing all functions of a robust physician organization. Expertise includes:*

- Strategic Planning and Execution
- Operations Management
- Team Leadership & Change Management
- Budgeting and P&L Management
- Revenue Cycle Operations
- Project Management
- Business Development, Marketing Strategy & Implementation
- Interpersonal & Analytical Skills

## EXPERIENCE

2018 - Present THE UNIVERSITY OF TEXAS HEALTH SCIENCE CENTER AT HOUSTON, Houston, Texas  
**Senior Vice President & Chief Operating Officer, UTHealth Neurosciences & Ophthalmology**

*In 2018, transitioned a large multispecialty group to The University of Texas Health Science Center at Houston, resulting in the creation of UTHealth Neurosciences (UTHN). UTHN is a large group practice of neurosurgeons, neurologists, neuro critical care physicians, radiation oncologists, neuro oncologists, ophthalmologists and pain management physicians. Our goal is to be a national leader, providing the best patient care, conducting groundbreaking, transformative research and offering excellent educational programs for our students, residents and fellows.*

- Directly reporting to the President and the Dean of the Medical School, UTHealth Neurosciences is a robust physician practice organization with:
  - Over 200 providers and 650 staff in the Departments of Neurosurgery, Neurology and Ophthalmology.
  - Over 30 clinical locations across the Greater Houston Area, supporting both Memorial Hermann and Harris Health.
  - Independent business operations for clinical and research enterprise.
- Provides executive and operational leadership overseeing physicians, providers, trainees, research faculty and staff within the Departments of Neurosurgery, Neurology and Ophthalmology. Successfully partnering with Chairmen and physician leadership to manage physician and staff recruitment, compensation models, and the development of strategic areas of programmatic growth to deliver clinical volume and market share performance.
- Profitably manages a budget of over \$200M, consistently exceeding budgeted expectations. Practice exceeds over 100K ambulatory patients visits and 40K inpatient patients per year.
- Launched the UTHealth Neurosciences brand to promote the largest group of neuroscience providers in the region.
- Developed cultural expectations, with values linked to performance and accountability, starting with employee recruitment and onboarding. Initiatives include service standards, education and training curriculum and all-employee bonus program tied to exceptional performance on patient centered, fiscally responsible metrics.
- Achieves above national benchmarks in revenue cycle operations, including denial

- Lead the development of a multi-specialty call center and referral center, successfully supporting over 330K calls and coordinating over 100K referrals per year.
- Experienced in the implementation of multiple EMR/revenue cycle platforms and telehealth technologies to simplify access and promote a patient centered clinical environment.
- Promotes a strong culture of quality and performance improvement accountability tied to physician compensation and quality bonuses, reported and available real-time through Tableau. Data includes Vizient, hospital acquired infections, surgical site infections, inpatient and outpatient patient satisfaction and utilization metrics.

2005 - 2018      MEMORIAL HERMANN HEALTH SYSTEM, Houston, Texas

*As one of the largest not-for-profit health systems in Southeast Texas, Memorial Hermann has an award-winning and nationally acclaimed Accountable Care Organization, 17 hospitals and numerous specialty programs and services conveniently located throughout the Greater Houston area. Specialty programs include 8 Cancer Centers, 3 Heart & Vascular Institutes, the Misher Neuroscience Institute and 27 sports medicine and rehabilitation centers, in addition to other outpatient and rehabilitation centers 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.*

2013 - 2018      **President, Mischer Neuroscience Associates, Senior Vice President of Neurosciences,**  
Memorial Hermann Health System

*Promotion in 2013 to provide administrative leadership for the neurosciences program across the 16-hospital Memorial Hermann System. Chairs the System neuroscience Clinical Practice Councils and provides strategic and operational leadership for neurosciences, driving system wide quality improvements, operational and cost reductions, transfer policies and volume and market share growth.*

- Provided executive leadership for the neuroscience service line, comprised of a comprehensive network of over 150 UT, employed, private and telemedicine providers, including neurosurgeons, neurologists, critical care, neuro oncology, radiation oncology, neuro psychology, pain management and research PhD's.
- Developed and executed the System neurosciences strategic plan and budget, driving 85,000 adjusted admissions, \$400M in net revenue and \$160M in contribution margin annually; service line is the dominant market share leader in the Greater Houston area.
- Provided executive leadership for Mischer Neuroscience Associates, a 501a physician employment organization, delivering outstanding operational and revenue cycle performance with responsibility for all practice operations management, revenue, productivity, physician billing, practice quality, and practice compliance with system policies, procedures, and all other regulatory requirements.

- Implemented the first bundle program across both Memorial Hermann and UTHealth by becoming a Walmart Center of Excellence in Spine. After a rigorous certification, employees and dependents of Walmart travel to one of six COEs for spine care, based on the institution's ability to deliver high quality, efficient care.
- Developed and oversaw all quality and performance improvement programs, resulting in marked improvements in length of stay, mortality, infections and patient satisfaction.
- Coordinated and lead the development of hospital and regional strategies, growth of the clinical enterprise, network affiliations, as well as the integration of programs.
- Successfully recruited and developed strategic areas of programmatic growth in partnership with physician leadership and business development teams that delivered clinical volume and market share.
- Defined and executed marketing strategies to differentiate and communicate the services and strengths of the neuroscience program both locally and nationally.

**2009-2013      Chief of Hospital Operations, Memorial Hermann-Texas Medical Center**

*Promoted to Chief of Hospital Operations in 2009, with responsibility for the quality, operations, growth and development of the Mischer Neuroscience Institute, the Gamma Knife program and clinic, EMU and neurophysiology clinics, the surgical services lines and robotics program, the 501a physician employment organization, international and VIP services, marketing, internal communications, public relations and volunteers.*

- Developed and executed a strategic growth plan for neurosciences, resulting in the recruitment of over 40 physicians, 54% volume growth, 94% contribution margin improvement and 153% net income improvement, positioning the Mischer Neuroscience Institute as the dominant market share leader.
- Implemented operational improvement initiatives, resulting in a \$14M net income improvement and Medicare profitability of neurosciences.
- Developed and manages a regional network of neuroscience providers, including a 12-hospital telemedicine program.
- Developed and executed strategic growth plans for the surgical service lines, including general surgery, bariatrics, ENT, urology, ophthalmology and plastics resulting in the recruitment of 17 physicians, 28% volume growth and over \$20M in net income.
- Provided executive leadership over the 64 provider 501a physician employment organization including practice operations management and revenue cycle.
- Improved quality indicators to consistently exceed national benchmarks.
- Responsible for the planning, budgeting, organizing, and leading the overall operation of the Robotics and Training Lab, marketing, communications, public relations, international and interpreter services, Signature Suites, Gamma Knife, Neurophysiology Clinic, waiting rooms and volunteer services.

**2005-2009      Director, Business Development & Operations, Memorial Hermann-Texas Medical Center**

*Joined the Memorial Hermann Healthcare System in 2005 as Director of Business Development for the flagship hospital of the 11-hospital system Memorial Hermann – Texas Medical Center with responsibility for strategic planning, growth, business development, marketing, communications and public relations outcomes. Promoted in 2008 with responsibility for the financial, customer service and operational outcomes of additional departments, including outpatient operations, ambulatory care operations, guest services, physician recruitment, food and nutrition services and environmental services.*

- Supported strategic growth plans with business development and physician recruitment, resulting in a consistent 3% year-over-year hospital growth and the successful recruitment of over 80 physicians in 2008.
- Management oversight of over 560 employees and over \$40M of operational and capital budgets.
- Developed and lead the strategic planning efforts for the Memorial Hermann-Texas Medical Center Campus, including the acute adult hospital, Children’s Memorial Hermann Hospital and TIRR Memorial Hermann, as well as two major institutes: the Roger Clemens Institute for Sports Medicine & Human Performance, an 11,000-square-foot state-of-the-art facility offering comprehensive services to help athletes perform at their highest level and the Mischer Neuroscience Institute, the largest and busiest neurological critical care program of its kind in the region.
- Developed and implemented a comprehensive marketing, communications and public relations plan to support strategic efforts that repositioned the hospital from a trauma center to an award winning, nationally renowned campus delivering the highest quality care and service.

2002-2005

HEWLETT PACKARD CORPORATION, Houston, Texas

**Business Development & Marketing, Small & Medium Business Operations**

*Responsible for driving the strategic planning, development, execution and communication of volume demand generation programs, vertical marketing programs and lead generation sales, resulting in over in \$40 million in quarterly sales revenue.*

- Managed Small and Medium Business (SMB) volume demand generation programs, driving over \$25M in quarterly sales revenue. Led, executed and measured promotion offerings, inbound call volume targets and all demand generation vehicles.
- Responsible for Real Estate, Accounting and Legal vertical markets, strategic marketing programs and industry influencer relationships, resulting in over \$5M in quarterly direct revenue.
- Managed the lead generation program and sales team, resulting in over \$10M in quarterly direct sales revenue.
- Managed inside and field sales team to identify, target and acquire new accounts.
- Responsible for \$40M annual budget.

- 2001-2003      COMPAQ COMPUTER CORPORATION, Houston, Texas  
**Marketing Manager**, Small & Medium Business Operations
- Responsible for small and medium business demand generation programs, focused on mass marketing efforts to acquire new customers, increase Compaq's brand awareness, consideration, preference and purchase and increase operational efficiency.*
- Developed, implemented and measured the strategic marketing plan to drive SMB brand awareness, profitable growth, and market share.
  - Achieved SMB unit and revenue goals of 100% Y/Y growth with a 2% increase in overall SMB market share, \$14.5M revenue and \$2M profit through quarterly promotions.
  - Managed an annual marketing budget of \$20M.
  - Managed SMB field sales marketing programs and initiatives.
  - Developed and implemented a robust customer loyalty program.
- 1999-2001      COMPAQ COMPUTER CORPORATION, Houston, Texas  
**Marketing Manager**, Commercial Product Marketing
- Responsible for developing, implementing and measuring commercial partner marketing and sales efforts.*
- Consistently achieved or exceeded sales targets, significantly contributing to the overall positive operations growth.
  - Structured and developed sales partner planning, sales compensation incentives and relationships.
- 1998-1999      COMPAQ COMPUTER CORPORATION, Houston, Texas  
**Personal Computing Portables Division**, Corporate Brand Management.
- Developed strategic brand messaging and communication vehicles for use across all mass media communications, sales organizations and customer segments.*

## EDUCATION

RICE UNIVERSITY, Houston, Texas  
Jesse H. Jones Graduate School of Management  
**Master of Business Administration**, May 1999  
Concentration:              Marketing & Finance  
Honors:                        Jesse H. Jones Academic Scholarship

LOUISIANA STATE UNIVERSITY, Baton Rouge, Louisiana.  
**Bachelor of Science**, August 1997

Major:	Marketing
Honors:	Golden Key National Honor Society (top 15% of class)

## **PUBLICATIONS**

- “A Direct Experience in a New Accountable Care Organization: Results, Challenges, and the Role of the Neurosurgeon,” Neurosurgery April 2017
- “Quality Programs in Neurosurgery: The Memorial Hermann/University of Texas Experience,” Neurosurgery April 2017

## **ADDITIONAL INFORMATION/AWARDS**

- Marquis Who’s Who in America – 2021
- Marquis Who’s Who of Professional Women - 2021
- National Diversity Council’s Top 50 Healthcare Professionals - 2021
- National Diversity Council’s Houston Power 50 Award - 2018
- Houston Business Journal’s Women Who Mean Business – 2017
- Selected as one of three leaders in at Memorial Hermann to participate in a senior executive mentoring program and one of fifteen leaders in the organization to complete a two-year leadership development program.
- Experienced in hospital and healthcare operations, both inpatient and ambulatory, budgeting and P&L management, revenue cycle operations, strategic planning, negotiation, leadership management, project management, business development, and healthcare design and construction.
- Outgoing personality with strong communication, leadership, and interpersonal skills, as well as strong physician relations.

## **BOARD APPOINTMENTS**

- Cizik Eye Center and University Eye Associates
- Mischer Neuroscience Associates Neurology
- Memorial Hermann Physicians of Texas