



2026

The Academy PayZen
**REVENUE CYCLE
FELLOWS PROGRAM**

Developing the Next Generation of Health System Leaders



The Academy PayZen Revenue Cycle Fellows Program equips high-potential revenue cycle leaders from across the country with the leadership skills, strategic mindset, and healthcare business acumen needed to navigate an increasingly complex healthcare environment.

As health systems face rising financial pressures, evolving reimbursement models, and growing consumer expectations, the need to develop future revenue cycle executives who can drive enterprise transformation has never been more urgent.

PayZen's expertise in healthcare affordability, financial technology innovation, and patient-centered solutions makes it a natural partner for building a Revenue Cycle Fellowship Program designed to meet the evolving needs of health systems. Through this collaboration, The Health Management Academy, Leading Health Systems, and PayZen aim to increase retention of top revenue cycle talent at Leading Health Systems while equipping the next generation of leaders with essential skills.

Designed for individuals one to three steps away from the Chief Revenue Cycle Officer role, the program prepares Fellows to lead cross-functional initiatives, shape strategic priorities, and elevate the impact of revenue cycle operations within their organizations.

With nationally recognized current and former health system CFOs, CRCOs, and industry experts serving as faculty, Fellows benefit from personalized mentorship, peer learning, and applied leadership development.

Upon graduation, participants emerge with the tools and perspectives needed to accelerate performance, improve patient financial engagement, and contribute to building financially sustainable, patient-centered health systems. Graduates also join an elite national network of peer revenue cycle leaders.

Participant Benefits

- Build a nationwide network of peers
- Collaborate on strategic challenges and opportunities
- Enhance healthcare, leadership, and business competencies
- Engage with a national group of current and former C-suite executives
- Receive meaningful professional development and mentoring

Organizational Benefits

- Tangible commitment to high-potential leaders for retention strategy and succession planning
- Develop mentors and build leadership depth within the organization
- Equip future executives with national perspective and knowledge to lead next-generation health systems



"Tomorrow's Chief Revenue Leaders will help shape a more equitable, sustainable future for healthcare. They'll need vision, resilience, and the right technology to lead through it. This Fellowship is a powerful investment in their journey, and we're honored to stand behind it."

Itzik Cohen

Co-Founder and Chief Executive Officer, PayZen

Curriculum & Faculty

Developed in coordination with THMA membership, Executives-in-Residence, along with PayZen content and leadership experts, the curriculum provides Fellows across cohorts with interactive, multidisciplinary learning opportunities. These collaborative experiences allow Fellows to apply their knowledge to current health system responsibilities while preparing for future leadership roles.

THMA's Executives-in-Residence (EIR) are recently retired health system executives spanning the C-suite with extensive industry knowledge and expertise.

Executives-in-Residence

- Refine and co-develop curriculum
- Provide one-on-one executive coaching and mentorship
- Facilitate in-person sessions and discussions
- Advise Fellows through Action Project execution

THMA Foundational Curriculum

- Executive Leadership Strategies and Design Principles
- Organizational Vision and Strategy
- Digital Transformation
- Enhancing Social and Emotional Intelligence
- Leading Change and Negotiations
- Transforming the Continuum of Care
- Health Policy, Advocacy, and Ethics
- Diversity and Inclusion
- Driving Innovation and Managing Risk
- Health Services Finance

Strategic Action Projects

During the two-year program, each Fellow works with their health system mentor and CEO to identify and lead a system-level change management strategic action project. Projects will contribute to the health system's strategic aims and often serve as pilot programs before system-wide expansion.

Annual Forum Participation

Fellows will participate in both the spring and fall Chief Revenue Cycle Officer Forums during their two-year program. Each forum experience begins with Fellow-only sessions prior to the start of the full event.

Spring Event

The spring pre-forum session will provide an opportunity for Fellows to build peer connections, engage with program faculty, and explore the priorities shaping leading health systems. Graduation will be held during THMA's spring forum event.

Fall Summit

Each year, Fellows will participate in the Annual PayZen Leadership Summit, co-hosted by THMA and held in conjunction with the fall Chief Revenue Cycle Officer Forum. During the pre-forum Summit, Fellows will engage in personalized learning sessions with PayZen executives and take part in exclusive networking opportunities to deepen connections with their peers.

Fellows will then join the broader Chief Revenue Cycle Officer Forum, where they will engage as active participants—interacting with health system CRCOs, observing strategic discussions, and gaining exposure to current challenges and innovations in the field.

THMA Consumer/CMKO Forum Rotations

Fellows will have the opportunity to participate in a minimum of one THMA Consumer/CMKO Forum event. Attendance at these Forum events will provide Fellows the opportunity to hear priorities and challenges directly from Leading Health System executives.

Admission and Application

Candidate Profile

- A current revenue cycle leader with health system responsibilities
- One-to-three steps away from corporate level C-suite and identified by the succession plan for one or more corporate executive positions
- Committed to leadership development with a successful track record
- Motivated for continued education and growth

Since the corporate pathway can vary among health systems, the above criteria should be considered guidelines.

Admission Requirements

- Nomination and application completed by health system CXO with sponsored support by health system CEO
- Application is reviewed by an Advisory Committee which is made up of current and former health system executives.

THMA is proud to expand its 20+ year legacy of developing future health system leaders through the launch of The Academy PayZen Revenue Cycle Fellows Program. Building on the success of the GE HealthCare and AWS Fellowship tracks, this new program is specifically designed to prepare the next generation of revenue cycle executives for C-suite leadership.

The Academy PayZen Fellows Program ensures your organization has the executive leadership team needed to champion long-lasting success. We look forward to welcoming the inaugural class of Revenue Cycle Fellows in the spring of 2026.

Program Fees

The Fellowship has a program cost of \$20,000 for each of the two years.

To receive application instructions, please email LDPrograms@hmacademy.com

The Academy PayZen Revenue Cycle Fellows Program

The Academy PayZen Revenue Cycle Fellows Program builds on the proven success of THMA's long-standing leadership development portfolio, including the Academy Fellows Program supported by an educational grant from GE HealthCare and the Academy AWS Fellows Program for Healthcare Technology Leaders.

Since its inception in 2006, the Academy Fellows Program has focused on preparing high-potential administrative, finance, nurse, and physician leaders from Leading Health Systems for C-suite roles. To date, THMA's Fellowship Programs have graduated more than 400 executives from over 65 health systems, with over 475 C-suite leaders nominating candidates from within their organizations. Notably, 85% of graduates have been promoted following their participation.

Most recently, the launch of the Academy AWS Technology Fellows Program has extended this leadership development model into the technology space, developing the next generation of CMIOs, CNIOs, and Chief Digital Officers through a curriculum designed around innovation, strategy, and change leadership.

The Revenue Cycle Fellows Program is a natural evolution of this proven model. Many graduates of the Academy Finance Fellowship, including those with deep revenue cycle experience, have expressed the need for a program tailored to rising CRCO leaders. In response, THMA—in collaboration with PayZen—is proud to launch this new offering to equip the next generation of revenue cycle executives with the tools, network, and perspective needed to lead transformational change.

Revenue Cycle Fellowship Advisory Committee



Sharlene Seidman
SVP, Rev Cycle
Yale New Haven
Committee Chair



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Mount Sinai



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