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**MOST INFLUENTIAL  
Founders and CEOs  
TO WATCH IN 2026**

**The Ingenious  
Architect Building  
Resilient Healthcare  
Revenue Cycles**

**HH Chen**  
Founder and CEO  
Ceresoft

*Cover*  
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**Dr. Hsing-Hen Chen**  
Founder & CEO

Cover  
Story

# Dr. Hsing-Hen Chen

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Founder & CEO  
**Ceresoft**



**Stability in healthcare finance is created through discipline. When systems are designed carefully and executed consistently, organizations gain the freedom to focus on care rather than correction.**





# Dr Hsing-Hen Chen

## The Ingenious Architect Building Resilient Healthcare Revenue Cycles

**H**ealthcare delivery is often judged by clinical outcomes, patient experience, and technological sophistication. Far less visible, yet equally decisive, is the financial infrastructure that sustains those outcomes. Claims must be submitted correctly, payments must arrive on time, discrepancies must be reconciled, and cashflow must remain predictable even during disruption. When this system falters, hospitals feel the impact immediately.

In an industry facing persistent inflation, workforce shortages, payer complexity, and regulatory pressure, financial resilience has become a leadership mandate rather than a back-office function. Few executives have understood this shift earlier or acted on it more decisively than Dr. Hsing-Hen Chen, Founder and CEO of CereSoft Inc.

As healthcare organizations look toward 2026, Dr. Chen stands out as a leader who has quietly shaped how revenue cycles operate at scale, combining academic rigor, technological foresight, and operational discipline to build one of the most trusted healthcare revenue cycle services companies in the United States.

### **Why Accuracy Matters More Than Speed**

Many revenue cycle solutions prioritize throughput. Dr. Chen took a different view early on. In healthcare finance, speed without accuracy compounds risk. Errors propagate across systems, creating reconciliation challenges that consume time and erode trust.

CereSoft was designed around a different premise: that every financial transaction must

be traceable, reconcilable, and verifiable against the bank as the source of truth. This principle governs how the company approaches claim submission, payment posting, denial management, and reconciliation.

By treating the revenue cycle as a closed-loop system rather than a sequence of disconnected tasks, CereSoft enables healthcare organizations to understand their financial position with greater certainty. This emphasis on accountability has become increasingly valuable as payment mechanisms grow more complex.

### **The Systems Mindset Behind the Company**

Dr. Chen's approach to revenue cycle management reflects his academic background. With a Ph.D. in physics and more than three decades at the University of Maryland working across physics and computer science, he developed an early appreciation for complex systems under pressure.

Healthcare revenue cycles share many characteristics with such systems. They involve multiple inputs, external dependencies, and delayed feedback. Small inaccuracies can escalate quickly if left unaddressed. Dr. Chen's training led him to focus on system-wide integrity rather than localized optimization.

Before entering healthcare, he applied this thinking to document processing, developing machine-readable technologies that addressed inefficiencies in paper-based workflows. The acquisition of his company by Adobe in 1993, and the integration of his technology into

Adobe Acrobat Capture, demonstrated that rigorously engineered systems could scale globally without losing reliability.

### **Entering Healthcare Without Compromise**

When Dr. Chen founded CereSoft in 1994, healthcare revenue cycle management was already crowded. Established firms offered partial solutions, often requiring providers to manage integration and reconciliation themselves.

As a minority-owned company, CereSoft did not attempt to mimic incumbents. Instead, it focused on delivering full-cycle services that reduced fragmentation. From claim submission through payment posting and full reconciliation, CereSoft assumed responsibility for accuracy across the entire financial workflow.

This model required deeper operational involvement and greater accountability. It also required trust. Over time, healthcare systems adopted CereSoft not because it promised transformation, but because it consistently delivered financial clarity.

Today, CereSoft processes billions of healthcare payments annually for some of the largest healthcare systems in the United States. Its growth has been driven by execution rather than expansion rhetoric.

### **Making the Revenue Cycle Operable at Scale**

Operating at scale introduces its own challenges. Volume amplifies errors. Variability tests consistency. CereSoft's platform was built to manage both.

Its flagship solution, RECON 2020, supports

end-to-end revenue cycle management, including claims submission, payment posting, denial management, and full reconciliation directly from banking data. The emphasis on bank reconciliation as a source of truth reflects Dr. Chen's insistence that financial systems must resolve discrepancies rather than mask them.

Touch-free processing enables up to 90 percent of fully funded ERA and EOB transactions to be posted automatically. This reduces manual effort while preserving visibility into exceptions. Automation is applied where it removes repetitive work, not where it introduces opacity.

### **Addressing the Forgotten Frictions**

Healthcare revenue cycles are burdened by inefficiencies that persist largely because they are considered unavoidable. One such friction is the manual handling of non-financial insurance communications.

CereSoft addressed this through the development of the first digital mailroom solution for healthcare. By eliminating manual sorting and routing, the solution reduces administrative workload and accelerates response times. It also reinforces a broader philosophy: operational friction should be examined, not accepted.

Alongside the digital mailroom, CereSoft offers AIR technology, virtual card automation, Payment Central platforms, outsourced practice management, patient engagement services, and integrated denial management. Each service addresses a specific operational constraint while remaining part of a unified revenue cycle framework.

### **Continuity as a Design Requirement**

The COVID-19 pandemic exposed how vulnerable revenue cycle operations were to physical disruption. Onsite dependencies, paper workflows, and manual processes became points of failure.

CereSoft's response was notable not because it was fast, but because it was already prepared. Disaster response protocols and a cloud-based architecture enabled the company to transition to fully remote operations in early January 2020 without interrupting service delivery.

Healthcare clients were able to continue payment posting and reconciliation even as

physical offices closed. In one case, a major East Coast healthcare system transitioned its entire revenue cycle operation to remote processing overnight without missing a day of posting.

This continuity was the outcome of deliberate design decisions made years earlier. For Dr. Chen, resilience was never an add-on. It was a requirement.

### **Technology With Defined Limits**

CereSoft's adoption of artificial intelligence, robotic process automation, and API-based connectivity reflects a pragmatic view of technology. These tools are deployed to



eliminate manual, repetitive tasks and improve how providers connect to payers.

Dr. Chen has been clear that automation is not a substitute for expertise. At CereSoft, technology is used to support experienced professionals, not to bypass them. This approach has helped maintain both accuracy and institutional trust.

By focusing on real-time communication and streamlined workflows, CereSoft reduces delays while preserving financial control.

### **Leadership Rooted in Capability**

Internally, Dr. Chen has built CereSoft around experienced professionals. Group leaders are specialists within their domains, trusted to make decisions and refine processes. This structure supports accountability while allowing adaptability.

Dr. Chen's role, by his own description, is to mentor and enable. He invests in people, encourages learning, and provides tools that allow teams to perform at a high level. This emphasis on capability has contributed to CereSoft's stability in an industry where turnover is common.

### **Looking Toward 2026 With Discipline**

As healthcare continues to evolve, revenue cycle management will remain a determinant of organizational health. Dr. Chen continues to study industry trends, attend tradeshows and seminars, and listen closely to clients. This ongoing engagement informs how CereSoft adapts its systems.

Rather than positioning the company around predictions, Dr. Chen focuses on preparedness. Systems are evaluated not only for efficiency, but for how they perform under stress.

### **Influence Defined by Trust**

Dr. H.H. Chen's influence is not measured by visibility. It is measured by trust. Healthcare organizations depend on CereSoft to manage financial operations that directly affect their ability to deliver care.

As 2026 approaches, the most influential healthcare leaders will be those who understand that resilience is engineered through discipline, accuracy, and accountability. Dr. Chen's work stands as an example of how revenue cycle management, when treated as a core institutional system, can strengthen healthcare from the inside out.

### **Key Personnel:**

#### **Dr. Hsing-Hen Chen**

– Founder & CEO

#### **Alex Chen**

– Implementation and Customer Support Executive

#### **Joey Petruzella**

– Chief Customer Facing Officer

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M&A  
1. Denial Management  
2. Fee Schedule  
3. Reassignment  
4. Request

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***Automation should remove unnecessary effort, not understanding. The objective is to let experienced professionals spend their time on decisions that matter.***

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**- Dr. Hsing-Hen Chen**

