

DAISY FRIAS

People, Culture & Organizational Transformation Executive | VP of People Operations | CEO/COO-Level Leadership

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Florida | Open to Relocation | Remote Preferred | Up to 70% Travel

SUMMARY

People, culture, and organizational transformation executive with 15+ years of experience leading workforce strategy, leadership alignment, and culture change across hospitals, multi-site clinics, and behavioral health systems. Brings deep operational leadership experience guiding organizations through complex transformations, regulatory environments, and accreditation cycles while aligning people systems with business performance. Proven in strengthening employee engagement, retention, and accountability through data-driven, I/O psychology-informed approaches that improve organizational health, operational effectiveness, and sustainable results in high-stakes environments.

EXPERIENCE

Interim CEO / Hospital Administrator

HCA HealthTrust | Hopper Consulting (Contract)

- 02/2024 - 04/2025 Gainesville, FL United States
- Led enterprise operations for a 216-bed psychiatric hospital and affiliated primary care clinic, improving care quality by 25% through leadership alignment, workforce engagement, and process redesign.
 - Provided executive financial stewardship for a \$48M annual budget, aligning resource allocation with workforce priorities, operational performance, and organizational goals.
 - Enhanced collaboration among C-suite leaders, fostering accountability and governance, achieving cost savings in facilities, corrections, maintenance, and food services.
 - Directed HR operations across employee relations, leave management, training, recruitment, and conflict resolution, reducing union grievances, strengthening leadership accountability, and improving retention by 25% while elevating employee engagement, clarity, and compliance to support sustainable workforce and operational outcomes.
 - Implemented a strategic plan and external partnerships that improved care flow and capacity, increasing discharges by 23% and admissions by 10%, while elevating patient satisfaction by 35% and employee engagement by 28%.

Chief Operating Officer

North Florida Pediatrics (Contracted, Hybrid)

10/2021 - 09/2023 Lake City, Florida Unites States

- Led operational and organizational performance across 10 value-based RHC pediatric clinics in 7 counties, improving efficiency by 25% through leadership development, workforce alignment, and process optimization.
- Built, coached, and developed a leadership team of 8 managers and 15+ providers while leading enterprise initiatives, including HRIS implementation, creation of an in-house billing entity, and an EMR system upgrade to support scalable, high-reliability operations.
- Directed HR and employee relations functions, leveraging standardized people systems to strengthen leave management, onboarding, training, and investigations reducing employee complaints by 40% and turnover by 16%.
- Designed and implemented strategic people and workplace policies that improved role clarity, accountability, and leadership consistency, driving a 77% increase in employee satisfaction and measurable culture improvements.
- Implemented auditing and performance monitoring tools aligned with value-based care models, recovering \$286K in missed payments and reinforcing fiscal discipline and accountability.
- Optimized clinical and administrative workflows, reducing operational deficiencies by 25% and increasing patient satisfaction by 40% through staff engagement, standardization, and performance feedback loops.
- Led business development and community partnership initiatives, strengthening organizational visibility, referral relationships, and long-term regional growth.

KEY ACHIEVEMENTS

- Culture Impact

Improved workforce retention, reduced grievances, and elevated employee engagement and satisfaction across complex, multi-site systems.
- People Systems & HR Transformation

Directed multi-site HR and organizational development teams through HRIS implementation and strategic policy transformation, refining 85% of policies to better align culture, leadership practices, and organizational goals.
- Turnaround Leadership

Transformed a 216-bed psychiatric hospital by aligning leadership, culture, and operations, boosting engagement, care quality, and efficiency.
- Growth & Innovation

Expanded clinic networks, launched telehealth (95% revenue retention during COVID), and led multimillion-dollar upgrades.
- Financial Stewardship

Provided executive financial stewardship for budgets up to \$48M, aligning resource allocation with organizational priorities, workforce needs, and long-term sustainability.
- Regulatory Excellence

Delivered a 100% success rate in accreditation recertifications through strong governance, workforce readiness, and operational alignment.
FQHC/PCMH/NCQA/AHCA/CARF

EDUCATION

- PhD, Industrial & Organizational Psychology
- Walden University
- 2027 Online
- Specialization: Culture Transformation, Globalization, Technology & Innovation, Organizational Behavior, Coaching, and Talent Management.

EXPERIENCE

Vice President, Practice Management

Meridian Behavioral Healthcare Inc. 501(c)(3) (Hybrid)

📅 09/2018 - 10/2021 📍 Gainesville, FL United States

- Led financial, **operational**, and **organizational performance** across inpatient and outpatient service lines aligning **financial strategy** with **workforce** needs and organizational priorities.
- Drove **revenue cycle** and service **performance improvements**, increasing patient satisfaction by 30% and service volume by 25% while strengthening productivity, budget adherence, and operational discipline.
- Oversaw **HR and people operations** across multi-site environments, strengthening **workforce** engagement, stability, and retention through effective **recruitment, onboarding, training, and employee relations**.
- Delivered enterprise **financial and operational** insights to the C-suite and board, improving transparency, shared accountability, and data-driven decision-making while streamlining revenue cycle performance.

Medical Practice Operations Manager

Atlantic Ear, Nose & Throat (Hybrid)

📅 06/2016 - 03/2018 📍 Orange City, FL United States

- Led operational and **organizational performance** for three ENT practices and six ancillary services, maintaining 100% **regulatory compliance** while strengthening leadership accountability and service reliability.
- Reduced **employee turnover** by 9% by implementing standardized training protocols, clarifying roles, and fostering a **culture of accountability** and continuous improvement.
- Redesigned referral, scheduling, and authorization workflows through cross-**functional collaboration**, increasing reimbursement by 25% and driving 52% growth in new patient encounters.
- Implemented service **metrics** and **performance dashboards** to improve throughput, completion rates, and data-driven decision-making across clinical and administrative teams.

Hospitalist Program Director

HNI Healthcare Inc (2 year Contract)

📅 09/2014 - 10/2016 📍 New Smyrna Beach, FL United States

- Led hospitalist **program performance** and growth through **executive collaboration**, provider **engagement**, and standardized operating models, increasing census by 59% and improving patient experience by 25%.
- Built strong **partnerships** with hospital **leadership**, clinical staff, and outpatient providers while managing the full physician **lifecycle** and deploying policies that improved efficiency, accountability, and service reliability.

EXECUTIVE RECOGNITION

- **Recognized** for visionary leadership that delivered measurable growth expanding patient volumes, streamlining operations and spearheading multimillion-dollar infrastructure projects. *(Peter Kennedy, MHA, FACHE, System CEO, NFETC)*
- **Recognized** for strategic, data-driven decision making and collaborative leadership that improved patient and employee satisfaction while strengthening organizational culture. *(Ernesto LaMadrid, MD, Medical Executive Director, NFETC)*
- **Recognized** as a leader committed to her team, a process driven People person who was highly respected amongst the staff and ownership. *(Bob Ganzak, Motivation Coach & Speaker, North Florida Pediatrics)*
- **Recognized** for leading high-stakes change management with professionalism and integrity, earning trust across all levels while consistently delivering compliant, high-quality outcomes. *(Kim Abbott, Sr. HR Executive, Meridian Behavioral Healthcare)*
- **Recognized** for balancing strategic vision with hands-on execution to manage complex healthcare programs, foster physician collaboration, and elevate patient care. *(Debbie Touchette, FACHE, Senior VP, HNI Healthcare)*

EDUCATION

Human Resources & Business Administration

Saint Leo University

📅 2009 - 2014 📍 Florida

- **Master** of Business Administration, (MBA)
- **Bachelor** of Science in Healthcare Management **Minor: Human Resources**
- **Associate** of Arts in General Business Studies

CERTIFICATIONS & AFFILIATIONS

American College of Healthcare Executives Fellow Track - 2025

American Public Health Association 2025 Human Rights Policy Reform Co-Chair

Dale Carnegie Leadership Cert. 2023

Diversity & Inclusion Chair - ACEL 2024

Six Sigma Green Belt - MSI Cert. 2019

Executive Management - MSI Cert. 2019

LANGUAGES

Spanish Native ●●●●●

English Native ●●●●●

SKILLS

Multisite Operations & Service Expansion

Culture & Change Management

Workforce Collaboration & Retention

Leadership Development

Executive Communication

Strategic Planning & Execution

Organizational Development Design

Employee Engagement

HRIS & People Systems (Paycor/ADP)

Microsoft 365 & Process Optimization

HR Policy Governance

EMR Software & Technology