

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 United 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