LUISA M. GUTMAN

Aventura, FL 33180

www.linkedin.com/in/luisag-1186/

(954) 651-1156 luisagutman@gmail.com

**CHIEF OPERATING AND HUMAN RESOURCES OFFICER**

A self-motivated, innovative, inspiring, results oriented executive with progressive management experience in the healthcare field. Established record as a member of the senior executive team and demonstrated measurable success in developing and advancing strategic initiatives and cultural changes. Proven ability to deliver results and solid financial performance while supporting the mission and values of the organization. Extensive administrative experience in Human Resources and operations to include strategic planning, business development, physician relations, governance, Lean management system, cost containment strategies, talent management, workforce management, process improvement, zero-harm safety initiatives, coaching and problem resolution. Motivated to continuously improve existing processes utilizing a team approach to drive organizational improvement, performance excellence and implementation of best practices to eliminate variances and waste.

SKILLS SUMMARY

• Physician Relations and Contract Negotiations • Lean Management System

• Cost Containment Initiatives • Customer Engagement

• Process Improvement/ Leadership System • Workforce Management

• Operations Management • Negotiation Skills

• Strategic Planning/Business Development • Employee Engagement

• Financial/Budget Management • Conflict Resolution

• Zero Harm (Safety Program) • Diversity and Inclusion Strategies

• Regulatory Compliance • Wellness Programs

(TJC, AHCA, EEOC, DOL, OIG, CMS) • Talent Acquisition/ Development

• Succession Planning Programs • Employee/Labor Relations

PROFESSIONAL EXPERIENCE

**Holy Cross Hospital, Inc,** Fort Lauderdale, FL **1990 – 2018**

Holy Cross Hospital is an affiliate of Trinity Health, which is one of the largest multi-institutional Catholic health care delivery systems in the nation. It serves people and communities in 22 states from coast to coast with 94 hospitals, 109 continuing care facilities and home health and hospice programs. Trinity Health cares for nearly 6 million individuals annually.

**Senior Vice President and Chief Operating Officer,** 2011 – 2018

**Sr. Vice President and Chief Human Resources Officer,** 2009 – 2011

Provided operations oversight for a non-profit Catholic healthcare delivery system to include a 559-bed acute care facility, medical group, home health agency and a CIN/ACO with over 3,000 employees, 600 physicians and 150-physician employed medical group. As a member of the senior leadership team, developed strategic and operating plans for the organization, administered operating and capital budgets, implemented transformation initiatives and a leadership system that yielded improved results, more satisfied patients, and a culture of continued learning. Oversaw assigned departments, collaborated with the leadership team to improve employee and physician engagement as well as customer service. Served as a member of the hospital’s Board of Directors and the HR Council at the system level.

* + Partnered closely with senior leaders in the development of the hospital's strategy in alignment with Trinity Health strategic priorities and in response to changes in the healthcare industry (ACA, APM, bundled payments, CIN/ACO) and growth initiatives to position Holy Cross Hospital as a leader in the market.
  + Developed affiliation with Massachusetts General Hospital in Oncology, Cardiovascular Medicine and Neuroscience.
  + Served as a member of the Trinity Health HR Council and the TH Diversity and Inclusion Council.
  + Worked with Trinity Health HR council members to develop and implement standardized HR benefits and practices across the system.
  + Implemented infrastructure to support clinical research and achieved national clinical research recognition as a trial site (presently over 30+ plus trials).
  + Championed initiatives to facilitate access to providers and services (digital health, service centers, and online
  + scheduling).

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**Senior Vice President and Chief Operating Officer and Sr. Vice President and Chief Human Resources Officer**, Continued

* + Collaborated closely with physicians to develop a Neuroscience Institute, ALS and Movement Disorder Program.
  + Negotiated contracts with hospital-based physician services to include Emergency Medicine, Anesthesia and Radiology Services with no subsidies.
  + Launched co-management agreements with employed physicians to engage them in the achievement of the triple aim – better health, better care, lower cost.
  + Introduced Leadership Management system to improve organizational performance resulting in achievement of the triple aim and $45 million in savings (Length of Stay reduction by 1 day, Supply Chain savings, Workforce Management and Clinical Excellence to include OR on time start time, room turnaround times, and ED left without being seeing).
  + Successfully completed TJC and ACHA reviews.
  + Achieved accreditation by the Commission on Cancer, NAPBC, TJC Advanced Heart Failure Program, TJC Primary Stroke Program and TJC Thrombolytic Ready Accreditation.
  + Achieved outstanding Patient Experience scores (50th percentile for inpatient, 75th percentile for ED and medical group) and Employee Engagement scores (50th percentile).
  + Consistently achieved workforce management performance at the 25th percentile.
  + Instrumental in expanding service lines to include Cardiovascular, Oncology, Neuroscience Services and Diagnostic Services.
  + Launched new International Program to serve patients of Central and Latin America.
  + Partnered with leadership team to implement "zero harm" program to minimize workplace injuries and workplace violence and introduce "Just Culture" practices to fairly address errors.
  + Directed Culture of Inclusion plan that aimed to increase diversity in our workforce, vendors and to address social determinants of health.
  + Facilitated talent acquisition and talent development strategies resulting in a reduction in nursing vacancy rates to 5% and lower.
  + Collaborated with outside vendor to transition the facility to “green” practices by reducing waste and water utilization and increasing energy efficiencies and recycling.
  + Managed construction and renovation projects for the facility to include ED expansion, nursing units’ renovations, and expansion of outpatient facilities.
  + Facilitated purchase of biomedical equipment and other fixed assets for the facility.
  + Introduced new Occupational Health Services to support employers in the community and on-site clinics.
  + Led support services programs (Environmental Services, Nutrition Services, Facilities, Biomed Services and Safety/Security).

**Vice President of Human Resources**, 2007 – 2009

**Executive Director of Human Resources**, 1999 – 2007

Oversaw the HR function to include compensation/benefits/HRIS, training, staffing, employee relations, diversity, employee health office, and workers’ compensation. Directed an annual budget of over $15 million.

* Designed and implemented effective recruitment and retention strategies in a tight labor market.
* Realigned benefits and compensation plans to meet market demands within budgetary guidelines.
* Negotiated benefits programs with vendors and introduced a comprehensive communication plan to ensure understanding of the value of benefit and compensation plans.
* Enhanced communication with employees thru newsletters, open forums, digital media, etc. that reinforced company’s values, mission, strategic direction and operational results. The goal was to improve engagement and employee satisfaction.
* Achieved over 95% employee participation in our biannual Employee Opinion Survey with resulting scores higher than national average.
* Championed diversity and inclusion program by developing and implementing a plan that reflected the values of the organization.
* Developed training programs to include leadership development, customer service, change management, and diversity.
* Collaborated closely with senior leadership during a successful union decertification process.
* Implemented aggressive workers’ compensation and return-to-work programs that resulted on annual overall savings and lower OSHA recordable cases.

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**Vice President of Human Resources and Executive Director of Human Resources**,

Continued

* Managed workforce realignment without layoffs.
* Migrated recruitment and engagement strategies to digital platform.
* Partnered closely with senior leaders to consolidate a 332-bed hospital into Holy Cross Hospital as a result of an acquisition.
* Implemented HolyCrossRoads Health Management Program for employees to reduce medical plan expenses (self-insured program) which was awarded the “Gold Medal Level Fit Friendly Workplace Award” by the American Heart Association in 2011.
* Introduced safety initiatives and no-lifting program that reduced Workers’ Compensation expenses by 27% and OSHA reportable cases by 58%.
* Significantly decreased nursing agency utilization that resulted in cost savings of $1.3M.
* Introduced strategies to hire and retain the right talent resulting in lower turnover rates.
* Developed leaders to succeed in a complex healthcare environment.
* Negotiated benefits contracts with third-party vendors.

**Director of Human Resources/Holy Cross Medical Group**, 1996 – 1999

Directed the HR function for the hospital’s physician network (over 140 employed physicians) to include physician recruitment, physician contracting, employee relations, benefits and compensation.

**Assistant Director of Human Resources,** 1990 – 1996

Championed the development, implementation and administration of benefits and compensation programs for the system.

**Mount Sinai Medical Center,** Miami Beach, FL **1985 – 1990**

**Information Systems Specialist, Human Resources**, 1987 – 1990

**Management Engineer, Management Engineering,** 1985 – 1987

EDUCATION

**Master of Science in Management (MSIS)**

Florida International University – Miami, FL

Bachelor of Science in Management Information Systems  
University of Buenos Aires – Buenos Aires, Argentina

ADDITIONAL TRAINING AND CERTIFICATIONS

Advanced Wage and Salary Administration, University of Wiscosin

Finance and Accounting for the Non-Financial Manager

Wharton School Of Busines, University of Pennsylvania

Lean Six Sigma Green Belt Certification, PQS Institute of Performance Excellence

CHE Ministry Leadership Academy, Seton Hall University

Leadership Development Program, Center for Creative Learning

PROFESSIONAL AFFILIATIONS AND COMMUNITY SERVICES

American College of Healthcare Executives

Board Member of “Light of the World” Clinic

Board Member of American Red Cross Broward Chapter

Recognized by March of Dimes as “2010 Woman of Distinction”

Named South Florida Business Journal’s “Influential Business Woman of 2012”

Recognized as “Hispanic Woman of Distinction” award in 2013

Fluent in English and Spanish