

# Dorcas A. Laidler Crumbley

Lakeland, FL • [deecrumbley@gmail.com](mailto:deecrumbley@gmail.com) • (863) 393-6368 • LinkedIn: [www.linkedin.com/in/dorcascrumbley](http://www.linkedin.com/in/dorcascrumbley)

---

## EXECUTIVE SUMMARY

Visionary healthcare and business operations leader with 15+ years of progressive experience driving operational excellence, strategic growth, and cross-functional collaboration across hospital systems, public health agencies, and private enterprises. Known for rapidly diagnosing organizational challenges and implementing data-driven solutions that improve efficiency, reduce costs, and optimize patient and stakeholder outcomes. Skilled in managing large-scale budgets, leading multi-departmental initiatives, and aligning operations with mission-critical goals. Possession of dual master's degrees in human resources management and organizational leadership, with a proven ability to influence at the C-suite level and execute complex operational strategies in high-pressure environments.

---

## CORE COMPETENCIES

- Hospital & Healthcare Operations Leadership
  - Emergency Management & Disaster Preparedness
  - Strategic Planning & Master Facility Planning
  - Budget Development & Financial Stewardship
  - Multi-Site & Multi-Department Oversight
  - Healthcare Regulations & Compliance
  - Stakeholder Engagement & Executive Collaboration
  - Public Information Officer / Crisis Communications
  - Organizational Change & Process Improvement
- 

## PROFESSIONAL EXPERIENCE

### **Lakeland Regional Health – Level II Trauma Center, 1,200 Beds + 14 Offsite Locations** **Emergency Preparedness & Public Information Officer**

*Lakeland, FL | 2010-2012*

- Directed emergency management operations and hospital-wide preparedness initiatives, ensuring compliance with state, federal, and Joint Commission standards.
- Coordinated crisis communication as Public Information Officer, serving as liaison between hospital leadership, media, and the public during high-profile events and emergencies.
- Designed and facilitated large-scale disaster drills in collaboration with local government, EMS, and federal agencies.
- Managed multi-million-dollar budgets for emergency planning, capital equipment, and operational readiness.
- Improved hospital throughput and reduced patient wait times by collaborating with department heads to optimize workflows and implement hospital-wide response protocols.
- Served as the first point of contact for patients, ensuring timely, efficient, and high-quality care while supporting the operational and financial success of the organization.

- Volunteered with the Office of Chaplain, supporting chaplains during patient visits to provide comfort and care.
- Assisted in the Mother/Baby Unit & Labor/Delivery Unit: bathed newborns, performed hearing tests, served as nursery sitter, and supported nursing staff as patient care assistant.

**Florida Department of Health – County Health Department  
Regional Public Information Officer & Risk Communications**

*Lakeland, FL | 2008-2010*

- Conducted quarterly planning sessions and risk communication for 8 county health departments within the Tampa Bay Region.
- Served on Florida Department of Health's 67-county statewide steering committee to improve hospital communications, patient tracking solutions, and surge capacity planning during epidemics and pandemics.
- Created H1N1 snapshot vaccination campaign updates to keep stakeholders informed and developed communication strategies both internally and externally for health clinics in 8 counties.
- Facilitated strategic planning for effective communication between 5 local media outlets and 8 county health departments.
- Identified and resolved risks and vulnerabilities in emergency communications plans for 12 Public Information Officers.
- Coordinated Joint Information Center phone conference planning sessions with agency Public Information Officers during 2010 Haiti earthquake disaster victim repatriation efforts.
- Collaborated closely with the Medical Director—who previously served as Director of the Florida Department of Health (Polk County) and now holds senior roles in Infection Prevention and Community Health—to ensure communications, surge planning, and risk strategies were clinically sound and regionally aligned.
- Managed public health communications and community outreach programs, enhancing transparency and trust during public health crises.
- Coordinated patient support operations, including registration, billing, and discharge planning, to improve efficiency and patient experience.
- Assisted in implementation of federal public health and medical assistance programs, driving measurable improvements in care delivery.

**Founder & Principal Consultant**

**Private Consulting Firm | Essential Catering Solutions LLC | Black Swan Venue LLC**

*Lakeland, FL | 2017-Present*

- Lead a portfolio of businesses focused on hospitality, event management, and business consulting, scaling operations to serve hundreds of clients annually.
- Develop and implement operational action plans, SOPs, and strategic growth initiatives, transforming underperforming ventures into profitable, sustainable enterprises.
- Advise entrepreneurs, nonprofit boards, and city leaders on organizational efficiency, business development, and economic impact.

---

## **EDUCATION**

- **Master of Arts, Human Resources Management** – Webster University
  - **Master of Arts, Management & Leadership** – Webster University
  - **Bachelor of Arts, Mass Communications** – Florida Southern College
-

## **LEADERSHIP & COMMUNITY ENGAGEMENT**

- Board Member, Lakeland Volunteers in Medicine – Provides strategic oversight of a multi-million-dollar annual budget
- Executive Board, Lighthouse Ministries – Advises on organizational strategy and operational priorities
- City of Lakeland Affordable Housing Advisory Council – Guides policy recommendations to improve access to housing
- Diversity, Equity & Inclusion Council, Florida Children's Museum – Shapes inclusive programming and community engagement
- Graduate, Leadership Lakeland & Leadership Polk

## **AWARDS & RECOGNITION**

- Rookie Business of the Year Award
- Multiple Nominations: Polk Emerging Leaders & Business of the Year
- Nominee, "She Knows Where She's Going" Award