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STATE OF OHIO  
**Executive Department**

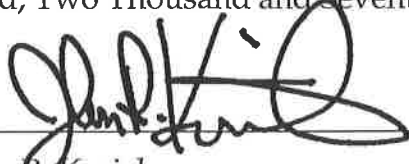
OFFICE OF THE GOVERNOR

*Columbus*

I, John R. Kasich, Governor of the State of Ohio, do hereby appoint, Ruby Crawford-Hemphill, from Mason, Warren County, Ohio, as a Member of the Maternity and Newborn Advisory Council for a term beginning April 20, 2017 and ending at the close of business October 31, 2021, replacing Ruby Crawford-Hemphill, whose term expired.



IN WITNESS WHEREOF, I  
have hereunto subscribed my name  
and caused the Great Seal of the State  
of Ohio to be affixed, at Columbus, this  
20th day of April in the year of our  
Lord, Two Thousand and Seventeen.

  
\_\_\_\_\_  
John R. Kasich  
Governor

2017 APR 25 AM 10:23

OHIO SENATE

Ruby Crawford-Hemphill, RNC, BSN, MSA  
4724 Carriage Drive, Mason, Ohio 45040  
(513) 398-8410  
[ruby@hemphill-cpa.com](mailto:ruby@hemphill-cpa.com)

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### Career Summary

Senior Executive with over twenty-eight years of progressive leadership experience in acute care hospitals of 200-400+ beds including seven years in a tertiary, academic setting. Results oriented professional with significant accomplishments designing, operating and marketing outpatient and inpatient delivery systems that contribute to corporate objectives and profitability. Notable strengths include business development, financial performance enhancement, recruitment/retention of skilled professionals, improving service quality, productivity improvement, cultivating strong community relationships and collaborating with physicians.

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### Professional Experience

University of Cincinnati Medical Center  
Cincinnati, Ohio (November 2004 – Present)  
Nursing Consultant (November 2004 – February 2005)  
Assistant Chief Nursing Officer (February 2005 – Present)

### Accomplishments

- Provided oversight of nursing operations for various departments; Psychiatry, Women and Infant Services, Barrett Cancer Center, ambulatory clinics, community outreach clinics and nursing support areas.
- Actively participated in the successful completion of four Ohio Nurses Association bargaining union negotiations without disruption in hospital operations.
- Developed and gained approval for the strategic plan for redesigning and restructuring Women and Infant Services to improve patient, staff and physician satisfaction.
- Actively participated in the redesign of the newly renovated inpatient and outpatient Women's Health Service departments to incorporate additional patient rooms, programs and services for improved patient flow, capacity and access.
- Actively participated in the development of the Hospital -wide Bed capacity plan to improve patient throughput and utilization of staffing resources; reducing the incidence of hospital bed diversion.
- Successfully recruited Ob/Gyn physicians/Advanced Practice Nurses and nursing staff to support the initiative to expand and grow Ob/Gyn services; resulting in growth in volume of greater than 30% in outpatient and 8% in inpatient services.
- Actively developed and successfully implemented a new Women's Health Service Advanced Nursing Practitioner practice; improving access to Ob/Gyn services and care and the creation of various programs to provide same day appointments and support of the Ob/Gyn Residency program and Medical Faculty team.
- Supported the development and approval of the Medicine Services and Women and Infant Health Strategic Plans; improving patient access and bed flow.

- Successfully served as chair of the Hospital wide Patient Satisfaction Council; introducing the team to the principles of Quint Studer's Service Excellence to improve patient, staff and physician satisfaction.
- Actively supported the initiatives to reduce RN vacancies by introducing the Nurse Boomerang Program and an aggressive recruitment campaign identifying opportunities to hire and train new RN graduates; reducing the RN vacancy rate from 17% to < 5% ; reducing agency personnel usage from 80 FTE's to < 5% , and reducing overtime and bonus pay expenses to 3% .
- Appointed by the Hospital CEO to create and implement a Community and External Affairs Department for the purpose of improving communications and creating partnerships with key community stakeholders. This resulted in the development of the extremely successful University Hospital Ambassador Program and Community Advisory Council Grand Rounds Program.
- Leveraged relationships of the Nursing leadership of Children's Hospital Medical Center to cross train Neonatal Intensive Care(NICU) nurses; resulting in better utilization of the University Hospital's highly specialized NICU RN's and eliminating the need for a reduction in force during very low census.
- Successfully developed relationships with the Director For Community-Engaged Learning Program; resulting in partnerships with the UC Art School and Spanish Language program; providing students to create a Women's Health Art Gallery and to support Hispanic women receiving OB/Gyn care and services in the Center for Women's Health.
- Served as a member of the Health and Hospital Levy Committee. Levy passed by 68%, the best in the levy's 40 year existence.
- Appointed by Ted Strickland, Ohio Governor, to serve as a regional representative of the Ohio Maternity and Newborn Advisory Council; to review and revise legislation and rules governing the standards of practice for Ob/Gyn/Newborn care in Ohio.
- Selected to serve as a member of the Ohio Perinatal Quality Collaborative and Ohio Infant Mortality Reduction Committee to reduce the incident of infant mortality; University Hospital was one of the leaders in successfully reducing infant central line infections and deliveries less than 39 weeks gestation that were not medically necessary.
- Actively serve a Preceptor for Undergraduate and Graduate Nursing students; locally and internationally. Served as the Nurse Leader preceptor for Nurses from China; to support their knowledge and skills in nursing management.
- Developed and proposed a new care delivery Case Management model for patient care with the Cincinnati Health department, University Hospital and other Community Health Care Clinics; to improve patient care access, delivery and outcomes.
- Utilized social capital to obtain funding to initiate the new Queen City Links, Incorporated Women's Health Fund; over \$50,000.00 has been contributed by the Links to the fund; for the purpose of providing care and service to underserved women and infants in the community.
- Actively collaborated with the Social Service department to develop and launch an Infant Car Seat and Cribs For kids program to help promote infant care and safety for underserved mothers and infants receiving service at University Hospital..

#### Catholic Healthcare Partners (CHP)

Cincinnati, Ohio (October 1995 – October 2005)

*CHP is one of the largest not-for-profit health systems in the United States and the largest in Ohio. The system consists of more than 100 corporations, thirty hospitals, fourteen long-term care facilities, thirty thousand FTE's net operating revenues of over three billion dollars, and benefits to the poor and the community in excess of two hundred million dollars.*

Mercy Health Partners-Southwest Ohio  
Cincinnati, Ohio

MHP, one of ten regions of Catholic Healthcare Partners, is an integrative delivery network consisting of five acute care hospitals, four long-term care facilities, HUD housing, outpatient clinics, health and wellness centers, home health care, and social services.

Mercy Franciscan Hospital – Mt. Airy, Cincinnati, Ohio (1995-2004)

Mercy Franciscan Hospital – Mt. Airy is a full service, 290 licensed bed acute care hospital, providing a broad range of services, including emergency services, inpatient and outpatient surgery, diagnostic tests and services, maternity services, oncology services, skilled and rehabilitation services, orthopedic services, child/adolescent psychiatric services, physical therapy and palliative care. The facility also includes a freestanding emergency care center located in Harrison Ohio. Hospital net operating revenue of approximately \$90.5M, total expenses approximately \$90M, operating income of approximately 500,000, approximately 10,000 admissions per year, 39,000 E.R. visits per year, 138,000 outpatient visits per year, 45,000 patient days per year and approximately 650 FTE's.

Vice President of Nursing (February 2002-October 2004)

Responsible for the clinical oversight of Medical-Surgical, Critical and Intermediate Care, Emergency, Perioperative, Cardiac Care Lab, Rehabilitation, Women's Health & Children's Health, Child/Adolescent Psychiatry, Quality/Case Management and Nursing Staffing Office with twenty-four accountability for the provision of safe, quality care. Managed operations by identifying opportunities to reduce costs and enhance revenue. Responsible for the management oversight of approximately 390 FTE's.

#### Accomplishments

- Successfully facilitated 2002 JCAHO accreditation survey, achieving overall rating of 96% with no type one recommendations.
- Increased hospital net revenues through expansion of inpatient and outpatient services, resulting in net revenue gain of \$500K against a projected loss in excess of \$1M.
- Championed Diversion-Free initiative that resulted in over 5% growth in ED visits, 13% increase in ED inpatient admissions and increased ambulance arrivals by 2%. Ed was approved for a \$2.7M expansion to increase beds from 19 to 30 by mid-year 2005.
- Site champion for region wide recruitment initiative; leading the region in hiring over 70 RN's during a 100-day campaign; reducing contract labor expenses and RN vacancy rate from 25% to 5% in Medical, Surgical, and Critical Care areas.
- Successfully led the bed capacity initiative, resulting in the addition of 35 inpatient acute care beds and maintaining Diversion Free status for two consecutive years.
- Facilitated development of Hemodialysis service, which supported mission of organization.
- Served as CNO representative for Board of Trustees, Medical Executive Committee. Regional Quality Committee, Diversity Task Force and Risk Management subcommittee.
- Successfully served as interim Director of Perioperative Services 9/03-9/04 – facilitating leadership team reorganization, recruitment of 5 new surgeons, \$800,000 in expenditures of new surgical equipment, led staff retention and recruitment campaign, and facilitated new OR Charge system.
- Successfully led the Nurse Managers in redesigning staffing matrix based on individual unit benchmarks. As a result, over \$1.5M opportunities were identified to reduce salary expense and enhance revenue. Maintained productivity target of 100% for division.
- Guided the successful planning and implementation of Ohio's first approved Cport Project (Cardiac Patient Outcomes Research Trial); project designed to provide primary coronary interventions angioplasty on emergent patients. Research study is in collaboration with John Hopkins Hospital.

- Developed and implemented the Nursing Clinical Ladder Program for professional staff enhancement and recognition. Expanded educational offerings to staff through Nursing Leadership Academy and Nursing Leadership Forums.
- Directed the development and implementation of Nursing Professional Practice Council. The Council provided oversight for scholarship funds, standardizing patient satisfaction survey tool for all acute care units and identifying research/educational opportunities for nursing growth and development.
- Successfully redesigned staffing office functions to provide 24/7 Nursing Supervision coverage to improve patient throughput and utilization of staffing resources.
- Co-led the design and implementation of the outpatient Women's Health Pavilion. Program was designed to provide OB/Gyn services to women, resulting in the volume growth of births by approximately 14% during first year of operation.
- Led the program development and implementation of Vidas Preciosas; a program designed to provide prenatal care to underserved Latino/Hispanic women. Program served over 150 pregnant Latino/Hispanic women during the first year; initial projection was 50.

Service Line Director: Medical-Surgical/Skilled/Rehab/Behavioral Health Women and Children's Health (October 1995-February 2002)

Provided innovative strategic direction and management oversight for 24-hour operations of Oncology, Orthopedic, Rehabilitation, Skilled Nursing Facility, Child/Adolescent Psych, and Ob/Gyn Services; representing over 175 FTE's.

- Successfully facilitated redesign of orthopedic and oncology services to enhance efficiency in delivery of care, improved staff, patient, and physician satisfaction.
- Developed and actively participated in the Acute Care Multidisciplinary Team for process improvements (i.e. lab turn-around time, supplies procurement and in-house pharmacist 24/7)
- Successfully facilitated the design and implementation of Nursing Lift Team resulting in a "lift free" environment in designated units and reduction of nursing injuries.
- Represented organization on region-wide initiatives for Risk Management and Quality.
- Selected to lead the first formalized women's health services division at Mercy Franciscan Hospital Mt. Airy; challenged to establish a unique, marketable identity for the program and oversee its successful launch.
- Launched the organizations and western Cincinnati's first Maternity Program, a \$3.5M project. Contributed to concept development, space design and utilization.
- Successfully served as interim Manager for Child and Adolescent Services; facilitating the redesign of the leadership structure for program enhancement.
- Initiated partnerships with health care centers and social agencies to provide services to expectant mothers from socio-economically disadvantaged communities. As a result, the hospital experienced an additional 300 deliveries and \$100K in revenue.
- Participated in development of the hospital's breastfeeding program, which in 1997 earned recognition by the World Health Organization and UNICEF as one of only 8 hospitals in the U.S. to be BabyFriendly™. This award has brought worldwide recognition and positive publicity to the maternity program and generated many requests for speaking engagements and on-site visits.
- Led the planning and coordination for Level II Obstetrical Care Project, designed to allow the facility to manage high-risk obstetric patients and infants. Developed project pro forma and budget; identified capital equipment and staffing needs. Level change added over 400 births and \$2M in revenues to hospital operations.

Bethesda Hospital, Cincinnati, Ohio (1985-1995)

*500-bed multi-hospital system with 2 Level II obstetrical divisions and 6000 newborn deliveries annually.*

Department Manager

Managed inpatient maternal-infant and NICU units, childbirth education and lactation programs. Responsible for over 70 FTE's and capital budgets in excess of \$5M.

- Represented nursing services on several corporate-wide committees; chaired the Nursing Retention and Recruitment and Perinatal Education committees.
- Collaborated with OB management team, Marketing, Planning, and Financial departments in development OB reengineering strategic plan. Developed bundled supply charge program that captured \$2M cost savings in first year.
- Created annual "Showcase of Excellence" nursing award, increasing morale, recognition, and appreciation for nursing at Bethesda Hospital.
- Played a key role in design and implementation of new maternity program that resulted in an additional 1800 births annually at Bethesda North Hospital.
- Spearheaded program to cross-train perinatal staff, an initiative that saved more than \$100K in annual salary costs.
- Developed and implemented the Patient Self-Medication Program, a tremendous contributor to patient and physician satisfaction.

Parma Community Hospital, Cleveland, Ohio (1983-1985)

*300-bed community hospital*

Nurse Manager – Newborn Nursery and Postpartum Unit

- Redesigned nursing program for Mother-Baby Couplet Care
- Played Key role in cross-training staff for more efficient care of staffing resources

University Hospital, Cleveland, Ohio (1976-1983)

*500+ bed Level III teaching facility*

Clinical Staff Nurse

- Served as staff RN in areas of outpatient OB/Gyn Clinic, Antepartum/Gyn High Risk, and Postpartum Units.

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#### Education

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MS, Health Administration, 1989

Central Michigan University, Mt. Pleasant, Michigan

BS, Nursing, 1976

Case Western Reserve University, Cleveland, Ohio

BS, Biology, 1973

Central State University, Wilberforce, Ohio

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#### Certification and Licensure

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- Certified Total Quality Management (TQM) Facilitator
  - AWHONN (formerly NAACOG) certified – Inpatient
  - Registered Nurse licensed in Ohio
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#### Honors

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- Cincinnati Enquirer Women of the Year, 2013
  - Greater Cincinnati Athena Award Finalist, 2013
  - Girls Scout of Western Ohio's Alumnae of Excellence Award, 2013
  - Cincinnati Business Courier Health Care Heroes Award : Community Outreach, 2012
  - Southwestern Ohio Regional Women's Health Award, 1998
  - Educational Poster Award (2<sup>nd</sup> place), OONE, 1995
  - First-time recipient of Ohio Hospital Association Lucille Cottner Excellence in Nursing Award, 1992
  - Sigma Theta Tau, Beta Iota Chapter
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#### Publications

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- *Health Choices for Your Pregnancy and Delivery – Parts I and II; Hilltop Press, 1997*
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#### Professional Affiliations

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- Wilberforce University Adjunct Faculty Member for the adult completion program CLIMB (Credentials for Leadership in Management and Business)
- Former Program Chair, Greater Cincinnati Nurse Executives
- Former National Association of Health Services Executives, Nomination Committee Chair
- Greater Cincinnati Regional Primary Care Association, Steering Committee, Member
- Former Member of the Board of Directors, Pregnancy Care Center
- Former Member of Board of Director, Clippard YMCA
- Nursing Advisory Board, College of Mt. Saint Joseph
- Ohio Regional Maternity Licensure Redesign Taskforce Member
- Ohio Perinatal Quality Collaborative Improvement Initiatives Obstetrics Core Improvement Team
- Ohio Department of Health Maternity & Newborn Advisory Council Member
- Ohio Infant Mortality Reduction Committee Member
- Board of Directors, March of Dimes, Member
- Board of Directors, Twin Towers Retirement Centers, Member
- Board of Directors, BRIDGES For A Just Community, Member
- Board of Directors, Every Child Succeeds, Member; Co-Chair for Medical Home Committee
- Board of Directors, Center For Respite Care, Member
- Delta Sigma Theta Sorority, Incorporated Cincinnati Alumnae Chapter
- Queen City Chapter of the Links, Incorporated – Chartered member/Program Chair
- Board of Directors, YWCA of Greater Cincinnati

- Leadership Cincinnati Class 37 Candidate, Cincinnati USA Regional Chamber



## GOVERNOR'S APPOINTMENTS TO BOARDS AND COMMISSIONS

**Date:** 4/20/2017

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**Name of Appointee:** Ms. Ruby Crawford-Hemphill

Address: 4724 Carriage Drive  
Mason, OH 45040  
Warren County  
(H) - 5133878410  
(W) - 5135842548  
(M) - 5135350127

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**Name of Commission:** Maternity and Newborn Advisory Council

Contact: Jessica Crews  
246 N. High Street  
Columbus, OH 43215  
(614) 644-8138

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**Term Begins:** 11/1/2016

**Term Ends:** 10/31/2021

**Party Affiliation:** Democrat

**Senate Confirmation:** Appointed by the Governor, confirmed by the Senate

**Financial Disclosure:** No disclosure required

**Vice:** Ruby Crawford-Hemphill