

MEMORANDUM FROM THE OFFICE OF THE MAYOR

October 14, 2004

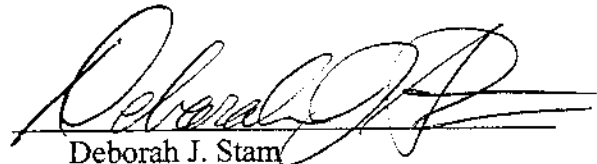
TO: John Pick  
FROM: Deborah Stam  
SUBJECT: Appointment to the Traffic & Safety Advisory Committee

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Mayor Tilghman has advised me that she would like to recommend Mr. Elliott Neal White to fill a vacancy that currently exist on the Traffic & Safety Advisory Committee. Attached you will find a copy of Mr. White's resume.

Attached is a draft of the Resolution necessary for this appointment to the Traffic & Safety Advisory Committee. Please forward this information on to the City Council so it may be placed on their agenda for the meeting on October 25, 2004. Please feel free to contact me if you have any questions. Thank you for your assistance.



Deborah J. Stam  
Director of Community Development

Attachments

CC: Mayor Tilghman  
John Jacobs  
Ray Birch

# ELLIOTT NEAL WHITE

319 Park Avenue, Salisbury, MD 21801  
(410) 749-7773 (Home) (410) 543-7569 (Office)  
Email: Regattahmr@hotmail.com

## PROFILE

Senior Operations Executive with extensive management experience with integrated health care systems, operations, managed care, hospital and ambulatory delivery systems, behavioral health and Long Term Care. Demonstrated success in organizational development, strategic and operational planning, turnarounds, issues management. Adept at working with Boards and Governance, mergers and acquisitions, and understanding health policy and trends. Strengths include:

- Leadership and Goal Setting
- Multiple Task Coordination
- Organizational/Clinical Program Development & Redesign
- Profitability & Growing Business
- Team Building/Integration Communication Skills
- Formal/Specialized Education in Hospital Administration
- Regulatory Compliance

## PROFESSIONAL EXPERIENCE

### **GENESIS HEALTH VENTURES, INC., Kennett Square, PA (2000-Present)**

#### **Administrator - Transitional Care Unit, Peninsula Regional Medical Center - Salisbury, MD (2002-Present)**

Senior position in a sub-acute setting within an acute care hospital, reporting to a regional VP. Handles all day-to-day functions and operations of the Unit. Supervises, directs and coordinates functions of Staff in the Unit. Special focus on coordinating/tracking of fiscal and operational goals, JCAHO, credentials, licensure. Establishes policies consistent with Genesis and PRMC; delegates activities and operational issues for resolution and follow up; ensures that customers and families receive the highest quality of service in a safe, caring and compassionate atmosphere. Interacts with personnel, customers, family members, visitors, government agencies/personnel and the general public.

##### SELECTED ACCOMPLISHMENTS:

- Two Annual State Surveys; No Deficiencies
- Two State QA Surveys; No Deficiencies
- Coordinated all training of CNA's; (joint effort with Salisbury Center).
- Met and exceeded revenue goals; kept ops expenses below budget.

#### **Administrator in Training for Long Term Care - Salisbury Center- Salisbury, MD (2000-2002)**

Senior position in 350-bed Rehab/ElderCare hospital, reporting to the Regional VP and on-site Administrator. Assists with operations of the Center. Takes responsibilities of the Administrator in his absence and at other times as designated. Supervises, directs and coordinates functions of departments in the Center. Focus on training in Long-Term regulations and meeting requirements of AIT Program to obtain Licensure.

##### SELECTED ACCOMPLISHMENTS:

- Coordinated JCAHO activities to remove all Type 1 deficiencies.
- Assisted with Annual Survey and removal of all cited deficiencies.
- Established a Recruitment/Retention program that resulted in 90% reduction in RN vacancies and elimination of use of agency for CNA positions.
- Coordinated all training and placement of new CNA's.
- Revamped Admission process resulting in improving occupancy levels to 97%.

#### **CareFirst BLUE CROSS BLUE SHIELD, Owings Mills, MD (1996-2000)**

##### **Special Assistant to the President (A Chief of Staff Position)**

Senior Executive position reporting to the President/CEO. Managed day-to-day operations of President's Office. Maintained contact with all corporate entities, partnerships, and key divisions reporting to the President; e.g. Finance, Medical, Legal, Marketing, Operations, and analyzed and integrated all information originating from these sources, for the Presidents' review. Reviewed and monitored operating reports regularly with focus on budget compliance, corrective measures and outcomes, and comparison to business plan goals. Coordinated strategic and special project management, functioning as administrative liaison, developing key relationships and representing the President as needed.

**SELECTED ACCOMPLISHMENTS:**

- Assisted with integration of BCBS of DC (merger) and assisted in preparation for merger with BCBS of DE.
- Designed/maintained integrated tracking system for critical issues, key projects, monthly operational reports and statistics; e.g., consolidation with DC, Cost of Care compliance with Financial/Strategic Plan, Medicaid/Medicare reimbursement issues and Exit from Market, Brand issues, FEP, Performance Indicators, IT issues.
- Managed key presentations and meetings, reports for Board of Directors and ensured CareFirst Blue Cross Blue Shield was properly represented before groups such as the BCBS Association, MedChi, Maryland Hospital Association, Legislative Committees, as well as various task forces and community organizations.
- Successfully coordinated content and function of annual planning retreats for Executive Team and Board.
- Improved daily operational functions of executive offices through best practices, IT redesigns, policies and procedures, integration and communication.
- Managed high-level crisis situations on behalf of the President/CEO.

**SHEPPARD PRATT HEALTH SYSTEMS, INC., Baltimore, MD (1996)**

**Director of Special Projects**

Developed Contractual Agreements between Sheppard Pratt Health Systems and Inpatient Behavioral Health Units of local hospitals/health systems. Analyzed profitability of contractual relationships and review of operations.

**SELECTED ACCOMPLISHMENTS:**

- Helped to established contractual arrangement for SPHS to manage and maintain the behavioral health unit and outpatient facilities of North Arundel Hospital.
- Helped coordinate JACHO survey with successful outcome of 3-year accreditation.
- Evaluated/identified contractual/operational opportunities for better cost effective management.

**GLASS HEALTH SYSTEMS, INC., Baltimore, MD (1990-1996)**

**Vice President - Operations**

Managed all owned and contracted inpatient facilities. Exercised oversight of licensure of all outpatient facilities (total 11 facilities in & outpatient). Directed regulatory compliance, staffing, clinical and support services, purchases, and development of new projects.

**SELECTED ACCOMPLISHMENTS:**

- Established or reworked Managed Care and ER contracts resulting in revenues of \$1.7 M+.
- Re-engineered Physician On Call program and saved \$324,000 annually.
- Assisted with coordination of grant submission, resulting in contracts for two facilities, creating \$1.8M in annual revenue.
- Assisted in the marketing and implementation of new Federal contract to manage hospital inpatient behavioral unit resulting in \$972,000 in new revenue, as well as multiple HMO capitated contracts.
- Managed re-engineering in staffing reductions.

**President - Gundry-Glass Hospital (1993-1996)**

Directed overall day to day operational management of all systems; directed, supervised and coordinated all departments and activities related to the overall medical, clinical, systems and support of hospital patient programs; inclusive of strategic planning.

**SELECTED ACCOMPLISHMENTS:**

- Admissions increased by 10.5%, LOS decreased to 12.7% (lowest of the Maryland Psychiatric hospitals). Occupancy-Maintained 84%; EIPA \$4700, (lowest of all MD Psychiatric facilities). Profit - 6.2% or \$610, 820
- Developed Outpatient Substance Abuse Program resulting in \$120,000 revenue with potential growth to \$5M+.
- Developed summer and winter school recreation programs resulting in approximately \$250,000.

# ELLIOTT NEAL WHITE

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**LIBERTY MEDICAL CENTER, INC.**, Baltimore, MD (1986-1990)

## Vice President for Operations

Directed 17 departments; reported to the CEO; managed the day-to-day operations of the hospital and maintained nursing and physician relationships.

### SELECTED ACCOMPLISHMENTS:

- Directed merger of 2 acute care hospitals: Lutheran & Provident, to form Liberty Medical Center.
- Directed renovation of entire hospital in preparation to move from the existing hospital site to the new site.
- Planned, implemented and managed new CT scanning suite project, addition of suite of beds for medical ICU (14 beds) and addition of two-story psychiatric wing (36 beds).
- Reduced purchased inventory by 25%.
- Participated in successful union negotiations for support employees and Nursing.
- Initiated programs to reduce Los from 12.8 to 9.8, saving \$2.5 million annually.

**BON SECOURS HOSPITAL**, Baltimore, MD (1979-1986)

## Assistant Director 1982-1986

Directed operation of 12 departments; reported to the Chief Operating Officer; managed overall QA/UR and regulatory matters.

### SELECTED ACCOMPLISHMENTS:

- Developed Dialysis Program and built new facility resulting in revenues exceeding \$5M.
- Built new CT Suite, new Physical Therapy Suite.
- Participated in planning, budgets, union negotiations, QA, UR, marketing, JCAHO and all regulatory issues.

## Administrative Assistant 1979-1982

Managed ancillary and support services and various committees.

### SELECTED ACCOMPLISHMENTS:

- Instituted first hospital-wide QA Plan for JCAHO regulatory compliance.
- Improved operational performance of line departments.

**ST. JOSEPH HOSPITAL**, (460 beds), Baltimore, MD (1978-1979)

## Administrative Resident (Part of Masters requirement)

### EDUCATION

MHA – Hospital Administration, George Washington University, Washington DC, 1979

BA – Arts and Sciences, University of Maryland, College Park, MD, 1973

U.S. National Guard – Sergeant, Military Police; Honorable Discharge, 1976

### PROFESSIONAL AFFILIATIONS

Board of Elections Supervisors, City of Salisbury

Mayor of Salisbury Business Roundtable

Chamber of Commerce; Legislative Committee

Health Facilities Association of Maryland

American College of Healthcare Executives

Presidents Association of the American Management Association

National Multiple Sclerosis Society, MD Chapter; past Board member

Combined Health Agencies; past Board member

Mental Health Association; past Board member

### COMPUTER SKILLS

Windows XP, Office, Outlook, Word, Publisher, PowerPoint, Excel, Internet Research

**RESOLUTION NO. 1164**

BE IT RESOLVED by the City Council of the City of Salisbury, Maryland that the following individual is appointed to the Traffic and Safety Advisory Committee for a term ending as indicated:

<u>Name</u>	<u>Term Ending</u>
Elliott Neal White	07/07

The above resolution was introduced, read and passed at the regular meeting of the Council of the City of Salisbury held on the 25<sup>th</sup> day of October, 2004.

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Brenda J. Colegrove  
CITY CLERK

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Michael P. Dunn  
COUNCIL PRESIDENT

APPROVED BY ME THIS  
\_\_\_\_\_ day of October, 2004.

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Barrie P. Tilghman  
MAYOR