

July 15, 2016

To Whom It May Concern:

I have had the privilege to get to know Jackie Schaffer over the past nine months in our Physician Leadership course through Lee Memorial Health System. Jackie's nature is soothing, and I quite often witness our cohorts both operational leaders and physician leaders seek her out for comfort, knowledge and respect.

When I first meet Jackie she was in the process of merging 40 independent providers to employed physicians of our health system. During this time, I saw Jackie take on great challenges within an organization. She influenced a variety of team members, those that did not have formal education to those that were highly educated; MD/PhD/MBA. She consistently spoke clearly and passionately to the diverse group at the appropriate educational level.

Some of these employees were not Jackie direct reports, yet she was always engaged and encouraged them to be open to new ideas and concepts. Jackie has an excellent skillset for reading subtle body language and because of this she is able to pivot conversations to change the atmosphere of the room dynamics. She professionally redirects conversations to ensure meetings and conversations are productive and meaningful.

Personally, Jackie has heart and commitment for her employees, colleagues, her career and family. She is dedicated to her profession while balancing a family life. I am normally in awe of her and often wonder how a mother of 4 is able to manage a position that requires 24-hour service 365 days a year, and still be an active member to her children and supportive of her husband medical career. She is mindful to not let her personal life impact the choices she makes regarding her profession and team members.

I highly recommend Jackie for any future position, her integrity, drive, compassion and commitment is excellent to say the less. She will be a tremendous asset to any team, group or organization she joins.

Jäna Hawley RN BSN

Lee Physician Group

North Region, Ambulatory Nurse Manger