

October 1, 2008

Re: Jackie Schaffer – Letter of Recommendation

To Whom It May Concern:

I have had the pleasure of working with Jackie for the last 3 years in my family practice office. Jackie and I joined the practice at the same time in September of 2005. She has been serving as our Executive Director.

During her tenure of leadership at The Family Medical Group in Cincinnati, Ohio, Jackie has had to take on many projects to support our multiple ancillary services that we offer. We are a practice of 12 family physicians with mature practices so that in itself is a large group to handle, but in addition we have a large physical therapy unit and offer onsite echocardiogram, dexta scan, vascular ultrasound, laboratory services and stress testing. In the last three years, Jackie has been instrumental in the purchase of additional real estate and the development of two new offices for new physicians that she helped recruit as well as the start of a medical spa.

One of Jackie's strengths was her organization and her ability to maintain communication with all the physicians during all of this growth. She worked well with both physicians and staff. At this time, however, our partners have decided that we are no longer in need of an Executive Director.

I would highly recommend Jackie as a healthcare executive and wish her the best of luck in the future. I know she will do well.

Sincerely,



Sonja A. Heuker, MD

The Family Medical Group