



August 28, 2023

To Whom it May Concern:

It is my pleasure and honor to provide a letter of recommendation for Jackie Schaffer.

I have known Jackie for a little more than 5 years. I was introduced to her through a mutual acquaintance while I was the Executive Director of the physician network at Oaklawn Hospital in Marshall, Michigan. I needed someone to fill an interim role as we were in the process of acquiring an established primary care practice.

Jackie came in, quickly garnering trust of the staff who were affected and began making plans for transition. She was also accepted and effective with the various departments in the hospital. Jackie worked with a sense of urgency while maintaining a calm and soothing approach. Her level of detail and reporting were very much appreciated.

Jackie's knowledge of the industry is clear. She knew what needed to be done and did it. Likewise, she also knew when permissions were needed and obtained those when required.

Over the years Jackie and I have become friends and trusted colleagues.

I have no reservations in recommending Jackie for whatever role she's seeking. She proved to be a huge asset to me in a time of need.

If you have any follow-up questions – I'm happy to make myself available.

Respectfully submitted,

*Kathryn M. Rhodes*, MBA, CMPE

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