



Re: Jacqueline Schaffer

*It is with great pleasure to write this recommendation letter for Jacqueline Schaffer. Jacqueline was our Executive Director at The Family Medical Group in Cincinnati, Ohio for greater than three years. I was the Associate Practice Administrator and reported directly to Jacqueline. Our practice consisted of twelve physicians, three physical therapists, a diabetic educator and two physician assistants. We were an independent private practice approximately 90 employees. Jacqueline responsibilities consisted of but not limited to accounts payable and receivable, marketing, recruiting, contract negotiations and direct oversight of the business operations.*

*Jacqueline successfully recruited two primary care physicians to an underserved area and negotiated a contract with our hospital partner to subsidize the physicians during their first two years of service, additionally she negotiated additional physician office space while enhancing our relationship with the hospital and community. She was also instrumental in the opening of our satellite offices and managed the build out of two offices simultaneously. Opening a second office to an already very busy primary office was an overwhelming task; however, Jacqueline was able to keep the project on task and within budget.*

*Jacqueline background with electronic medical records was instrumental in converting 25,000 patients paper charts to electronic records. This was no easy endeavor but through careful planning and considerations we only decreased the physician's daily productivity by 25% during the go-live period and within three weeks we were back to 100% productivity.*

*Jacqueline is a leader that anticipates, expects and appreciates the hard work of her team members. She expects the same of herself she was often seen working very early in the morning and late at night to ensure all tasks were completed on a daily basis. The tasks were not only completed daily; they were completed accurately and with quality of care, her work was remarkable and recognized by the physician partners, hospitals and employees. The practices we strived for were also recognized as one of the best medical practices in greater Cincinnati.*

*Jacqueline incorporated in-depth policy and procedures that enhanced the quality of care that was given to our patients. She developed weekly meetings with all department supervisors that reported to her and was always open to suggestions and challenges were tackled head on. If she did not know the answer to any question, she would search out the correct answers by reaching out to staff members or experts in the field.*

*Jacqueline also met weekly with our President to review financials and budgets. She was responsible for weekly meetings with the physician partners and prepared for meetings, but most importantly she automatically shared the outcomes of these meetings with the appropriate staff. Very seldom was there a lack of communication.*

*I would highly recommend Jacqueline for any position in the health care field, as she is compassionate about excellent patient care, fiscally astute and has strong organizational skills to make any business successful. Our motto was: We are here to do our job and to improve the lives of others while improving our own lives."*

*Please feel free to contact me if you would like any more information.*

**Linda Behlmer**

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