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Thaddeus M. Bort, MD

August 8, 2008

Timothy J. McCarren, MD

Walter E. Donnelly, MD

Joseph P. Hazen, MD

To Whom It May Concern:

Michael K. Heile, MD

Terri L. Overbeck-Zisko, MD

Regina A. Kohls, MD

Peggy C. Braun, MD

David J. DeMarco, MD

Sonja A. Heuker, MD

I have known Jacqueline Schaffer since September 2005 when she joined The Family Medical Group as our Executive Director. Mrs. Schaffer was hired to oversee the transition of operation management, patient billing, accounts payable, payroll, physician credentialing and information technology from an outside management company to a complete in-house management process. Our goal was to have this transition completed within two years. Under Mrs. Schaffer's leadership, the project was completed within 15 months of her joining our practice.

Amy R. Mechley, MD

Kristen L. Harding, MD

Nicole Overbeck-Lynch, PA

Joyce M. Meyer, PT

Elizabeth A. Hollstegge, RD, LD, CDE

Mrs. Schaefer also enhanced our new infrastructure by adding additional revenue sources, improving our information technology structure, implementing a paperless medical record system and expanding our office space to accommodate additional physicians and employees. Among her responsibilities were leasing new space, facilitating the purchase of an office building, including financing, and negotiating physician contracts and third party payor contracts.

Part of Mrs. Schaefer's role also included assisting with the establishment of new services and venues for our patients, including Nuclear Stress Tests, Retasure Diabetic Eye Screening, EMGs, Ultrasounds, Bone Density Screenings and a Medical Laser Spa.

After much discussion and review of our long term strategic goals, the practice decided that a change in our organizational structure was warranted and that at this time we no longer need the position of Executive Director.

Mrs. Schaefer managed each of the projects assigned to her very well and the successful implementation of these projects was very beneficial to our practice. We wish Mrs. Schaefer well and appreciate her positive contributions to the practice.

Sincerely,

Thaddeus M. Bort, MD  
Chairman of the Board