



11/28/2023

To Whom It May Concern,

I want to take this opportunity to recommend an outstanding healthcare consultant to you. Jacqueline Schaffer has been a consultant for me at two separate practices, once while Vice President of Hardin Memorial Medical Group and most recently in my Chief Physician Relations Officer role at Chesapeake Regional Healthcare.

The two roles were vastly different; in one role, she was the Interim Director of our Gastroenterology Group, where she merged three GI groups into one cohesive practice. She did this by creating the same policies and procedures for all three groups, holding each practice accountable to the other, combining support staff to create one inclusive business center to schedule appointments, colon screenings, and closing the gaps on medication refills, medical records, and scheduling.

Her recent role lasted for two years, leading to the transition of eleven clinics from medical practices to hospital-based outpatient departments and two rural health clinics. This project alone was daunting as she had to engage hospital and medical group employees to work as one team. The buy-in to this process was difficult, but Jackie was able to successfully navigate through multiple obstacles.

She implemented and streamlined processes for our organization. With her knowledge and expertise as a consultant and executive director of large medical groups, she has exceptional knowledge and demonstrates forward thinking. She has a knack for absorbing knowledge, analyzing data, and implementing operations across a healthcare network.

Jackie can manage multiple projects simultaneously while implementing standardized processes and procedures. She is an educator of best practices, organizational design and is proficient at developing new strategies.

Provider-based billing and rural healthcare are complex concepts that include the gradual moving of pieces and the cooperation of multiple stakeholders. Jackie was able to keep the constructive collaboration moving on the project with departments within CRH. This project required significant staff coaching to understand the overall concept that required the most effective ways to improve the process related to their daily tasks to keep the clinics compliant.

Jackie coached my staff to be effective in each role, even convincing seasoned staff members to utilize her knowledge and be receptive to her ideas. She continuously demonstrates skills and knowledge in every aspect of healthcare operations. Her research and information-gathering skills are unsurpassable, not only because of her compelling presentation of findings and recommendations for improvements but also because she can articulate the reasoning behind her recommendations.

Jackie's ability to adapt to different environments and to own her role as if she were a permanent staff member is invaluable. She is effective, and her recommendations and changes will positively impact your company. Don't hesitate to contact me if you have questions or want to discuss Jackie's qualifications further. I am available by phone at (757) 403-4872 or via email at Jeffery.Kingery@chesapeakeregional.com.

Sincerely,

A handwritten signature in blue ink, appearing to read "Jeff Kingery", with a long, sweeping horizontal line extending to the right.

Jeff Kingery,
Chief Physician Relations Officer
Chesapeake Regional Healthcare