

To Whom It May Concern,

I am writing regarding Mrs. Jacqueline Schaffer, I was introduced to Mrs. Schaffer from a mutual colleague in January of 2019 regarding an open Interim Director of Operations for a hospital-based Gastroenterologist Group in Elizabethtown, Ky. After that engagement I continued to use Jacqueline for several other interim roles over a five-year period.

From the get-go, I found Mrs. Schaffer to warm and inviting, and extremely knowledgeable as Senior Level Healthcare Operation Director. Her references had glowing reviews of her, and she was animated when she spoke, and kept me engaged with her years of expertise.

Jacqueline had impressive background to begin, she had an extensive background in large practice management in the sectors of private, health system, and national care organizations, she was proficient in Revenue Cycle Management, hands on day-to-day operations, dealing with difficult staff, and providers. She was known as a change agent and strategic thinker that had turned failing practices around through developing process and procedures, holding staff and providers accountable while growing their services. She has a significant amount of training in lean process improvements, CMS guidelines, OSHA, and OIG. Most importantly, her technical background with EMR and Billing systems was second to none.

However, since working with me Jacqueline has added a conspicuous number of skills to her wheelhouse. Her projects have included taking merging three Gastroenterologist into one medical group, converting a medical group into a paperless environment that included indexing and scanning over 15 years of medical records, creating many new policy and procedures manuals for our clients, terminating staff that were not working up to the potentials of their job positions, hiring and on-boarding staff and providers, from terminating providers and reviewing partnership with larger hospital systems to stabilize an oncology center. She negotiated a multi-year Management Service Agreement and brought a master city hospital into rural healthcare America.

Most impressively, Jacqueline's latest contract was converting a multi-specialty medical group into a 9 Hospital Based Departments, creating two rural healthcare systems, and starting 340B drug dispensing. She also transformed many aspects of the Bariatric program, created and designed workflows for the federal No Surprise Billing Act and Price Transparency.

Once a client has Jacqueline on-site, they do not like to see her leave. She has gained the respect and admiration of hundreds of employees, and senior leaders in each of her endeavors.

As part of Mrs. Schaffer's hiring process with HSG, she had to complete a series of approximately two hundred questions and meet with a hiring talent consultant, the process we utilized was The Talent Profiler by SRG. Jacqueline's outcomes showed her top themes as intuitive, accomplished, investor, creative coach, teacher, motivator, reliable, direct, trustworthy, process improver.

Mrs. Schaffer brought each of these attributes to the table for each client she engaged with, and to HSG. She is golden, and I would not hesitate to recommend her for any position as an Interim Director, Operation Director, Senior Leader. Her investment in your company will go miles. Should you have further questions or would like additional information on her, please feel free to reach out to me at 502-550-6911.

Best Regards,

Davis M. Creech