

To Whom It May Concern:

Jackie Schaffer has been the System Director of Operations for the Hospital Medicine department for 3 years at Lee Memorial Health System. I have work for Mrs. Schaffer for these three years as a seasonal locum. I am career locum physician whose job is to be independent and to be a free agent to work anywhere across the USA. Most locums normally take a few assignments a year at one location, many times they will never return to the same location twice.

However, the 45 plus locums that have work for Mrs. Schaffer have return to at the facility for years at a time. When working at a different system, we quickly realize that the past place to be is working for her at LMHS. If, you're not aware of locum resourcing this speaks volumes.

As a locum, we receive assignment from an agency and hope that your assignment will be good, and that you will be respect for your medical skills and work ethics. Not all assignments are fun. I was fortunate that Mrs. Schaffer respected my worked and asked me back to work for them. I have been on assignment with her for 3 years.

She never treated me like a locum, myself and all locums were treated as full-time physicians of their practice. She would not ask me to do anything different then what she ask of her full-time physicians.

She was always fair, kind and listened to any and all concerns. She was not someone who stood in the background waiting for something to happen, but work diligently to ensure that the needs of our patients, office staff, clinical staff and physicians were taken care of. We admired and respected her.

She has been a pleasure to work with, bringing her attention to detail to everything she did. Her communication and people skills are excellent, and she has innovative ideas.

I can highly recommend her for the opportunity that you have available. It is a very similar position to the one she currently held with LMHS, and she is well suited to the challenges it provides. Jackie is a talented young woman, and everyone here wishes her all the best with her next role. If you need any additional information, please do not hesitate to contact me at 856-979-6681,

Best Regards,

Shapour Mirmanesh, MD

Electronically Signed

