



April 24th, 2023

To whom it may concern:

I am writing this letter today in support and recommendation of Jackie Schaffer. I had the opportunity to work with Jackie for almost 2 years while she provided operational leadership to the Margaret Mary Health Cancer Center. We initially retained her in year 1 as a consultant and externally contracted leader via Healthcare Strategies Group (HSG). We went on to hire her as a full-time employee of Margaret Mary Health in year 2.

During her time with us she quickly became engrained in our organization. She embraced our culture and focused on developing trust and buy-in from the Oncology team early on. She came on board during a difficult time and helped to re-build a team when they were at their most vulnerable. She listened to them, coached them, and developed a foundation that had previously been missing.

She was thoughtful and intentional with how she approached her leadership and strategy. She took time to observe and learn their workflows and helped identify challenges and areas of opportunity. She engaged them in the solutions and was not afraid to try and fail. There were strategies that were implemented during her time with the Oncology team that were not successful. In those instances, she was able to pause, step back, re-evaluate and course correct as needed, which allowed for sustained improvements over time.

Jackie brings a strong operational and analytical mind to the table. She understands and is comfortable diving into the data and numbers to identify opportunities for increased volume, throughput, and revenues. During her time with MMH she helped to implement a partnership with the Christ Hospital for Medical Oncology physician coverage. This partnership was a key milestone in the growth and development of the program long term.

Jackie is an experienced leader with a wide range of skills that will benefit a variety of healthcare settings. I'm grateful for my time working alongside her.

Sincerely,

Liz Leising, BSN, MHA
President & CEO
Margaret Mary Health
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