



HARDIN MEMORIAL HOSPITAL
Elizabethtown, Kentucky 42701

Date: 10/21/18

From: Sheila Smallwood, RN, MBA, NE-BC
Regional Executive Director of Operations
HMH Medical Group

RE: Letter of Recommendation

To Whom It May Concern,

This letter is in reference to Jackie Schaffer. We reached out to HSG Advisors for a consultant to assist us with managing a GI Clinic that was struggling. We interviewed two candidates and because of Jackie's background, we chose her. Jackie has done an exceptional job. Not only did she resolve the issues within the GI Clinic, but she also assisted another clinic with going live on our EHR. The provider there had been very resistant to documenting in the computer, but Jackie developed a strong relationship with him right away and gained his trust. It is because of her that we were able to transition him from paper documentation to electronic documentation.

Jackie has also been instrumental in setting up a business unit for the GI Service Line. She designed the unit to include a call center that schedules all appointments for 3 GI Clinics; scheduling of procedures with the Outpatient Surgery Department; obtaining prior authorizations for procedures and testing; and chart prepping for all 3 clinics.

Jackie also developed a 1-800 Colon screening number for patients/providers to call and schedule a colonoscopy and worked with our own retail pharmacy to mail the GI prep to the patient's home.

Jackie has a strong knowledge base of clinic operations and a vision that thinks outside of the box. She has added a great deal to our GI service line and has truly helped us grow in areas that would not have been possible without her knowledge, guidance, and leadership.

I have truly enjoyed working with her and would highly recommend her for any project or assignment. She truly can see the big picture and is a change agent!

If there are any questions, please contact me at 270-706-6973. I would be happy to talk with you.

Sincerely,

A handwritten signature in dark ink that reads 'Sheila Smallwood'. The signature is written in a cursive, flowing style. Below the signature is a horizontal line.

Sheila Smallwood, RN, MBA, NE-BC