



March 14, 2016

To Whom It May Concern:

I am very pleased to provide this letter of reference on behalf of Leticia M. Haynes as she explores a new career opportunity with your organization.

Tia and I were colleagues in Memorial Health System's Office of Marketing and Public Relations for three years. She was responsible for the production of advertising and marketing strategy and creative development for three hospitals, multiple surgical centers and outpatient care facilities within the MHS brand. She served as the principle contact, managing all of our external agencies and vendors and directed our campaign strategies, internal and external communications, events and PR and brand education. In addition, over the last two years of her time at MHS, she took on additional responsibilities for leading our internal branding, facility design and wayfinding programs and providing education to support them – a position created for her and based around her skills and experience.

Tia's talents, aptitude, education and professional experience all served her very well in these positions. She possesses exceptional verbal and written communication skills and has a background in design, copywriting and video production, which position her well to make strategic and creative decisions and articulate tactical strategy concepts to senior leaders and medical partners. She is also an engaging presenter and can explain complex subject matter so that it is simple and relatable. Successful outcomes resulting directly from Tia's tenure with MHS include Memorial's Heart & Vascular Institute, Memorial Bariatric Surgery, Memorial SportsCare and the new facility design and relaunch of Lincoln Memorial Hospital (a Memorial Health System affiliate).

Tia's capacity for hard work combined with her very strong creative, strategic and communication skills enabled her to produce work that was bold, clear and direct and which, based on data compiled through public image and perception surveys commissioned by MHS, resonated with the communities we serve. More simply stated, her work produced great results for the entire health system.

Recognizing these attributes, I extend my very best wishes to Tia as she pursues this opportunity with your organization. I extend to you, as well, best wishes for much success as you proceed with your candidate selection process.

Sincerely,

Edward J. McDowall
Vice President (ret.) – Marketing and Communications