



UNIVERSITY OF NOTRE DAME
COLLEGE OF ARTS AND LETTERS

Office of the Dean

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Re: professional recommendation for Robin Bleier

To Whom it May Concern:

I had the pleasure of working with Robin Bleier from 1996 through 2002 when I served as CEO for Country Health Associates, a small regional health facility firm which managed five skilled nursing facilities in Florida and Tennessee and one rural health system in Arkansas. Shortly after I assumed my role as CEO of Country Health Associates, it was evident that our SNF organization needed company-wide guidance in improving our clinical documentation systems, specifically our MDS/care-planning systems. Robin began implementing new systems and regulatory compliance measures with our SNFs in the Florida Keys. While accomplishing this work, Robin proved that she could offer so much more that would help propel our facilities forward in meeting resident needs, community goals, and achieving financial benchmarks. Within a year or so, I appointed Robin Bleier as Chief Operating Officer for Country Health.

Working together as a cohesive clinical, operational, and financial team, Robin, I, and our Country Health Associates team transformed the Florida Keys facilities during the upheaval surrounding the implementation of the Medicare PPS system. In addition to bringing all facilities into regulatory compliance, the facilities excelled financially while also massively enhancing quality of care through ongoing education and the introduction of new clinical systems. Of particular note, Robin was instrumental in disaster planning and clinically managed three full hurricane responses for up to 300 residents while also assisting with Monroe County's special medical needs population.

If you have a further questions regarding Robin Bleier and her professional abilities, feel free to contact me anytime.

Sincerely,

Rob J. Becht
Sr. Director, Finance and Administration