



January 12, 2018

Connie Isaacson, CPRE
Isaacson Consulting

Dear Connie,

I am writing a letter in support of Rachel Dahlen being selected to receive the Business Record's 40 Under 40, the prestigious award given to 40 professionals under 40 years of age. I can speak specifically to her professional excellence/accomplishments and leadership style and presence. UnityPoint Clinic is multispecialty employed physician and advanced practitioner with over 1000 providers in Iowa, Wisconsin and Illinois. UnityPoint Clinic is a senior affiliate of UnityPoint Health.

Rachel has been with UnityPoint Clinic (UPC) in her current role as Director of Professional Development for UnityPoint Clinic for a little over a year. This role is the first of its kind in UPC and she has proven it value to the organization as its first Director. As Chief Medical Officer she reports directly to me and is matrixed with the Vice President of Human Resources for UPC. Prior to her assuming her current role she served her Masters in Health Services Administration fellowship at UnityPoint Health in UnityPoint Clinic. As a fellow she quickly established herself as being a highly organized, engaging team member who was creative and goal oriented. She coordinated and managed our UPC wide provider engagement initiative. She was primary contact with our external consultant in the work and collected and reviewed multiregional feedback. She was instrumental in creating our ongoing Provider Engagement Plan in 2017 and also in 2018.

Additionally, she has led the planning, resourcing and implementation of our UPC wide Coaching Program, Provider Help Line and Physician/Advanced Practitioner wellbeing efforts in the Clinic. She has contributed heavily in the work to revamp of our orientation/onboarding program for new clinicians and has expanded and improved the performance evaluations of our physicians and advanced practitioners. She was a major contributor, along with cross department team members in putting on our most successful UPC New Provider Culture Retreat in the history of the event. Because of the scope of her role and the impact she brings to the dialogue and decisions, Rachel attends many key committees and meetings, including regular attendance at the Provider Engagement Committee, Advanced Practitioner Committee and the Vice President/Regional Medical Director Meetings.

Rachel has demonstrated some incredibly well developed skills at such an early time in her career. She has a personal presence that is unassuming yet firm. She listens carefully and reflects effectively and efficiently. She has both an analytic and creative mind that leads to ideas and solutions that are both doable and innovative.

Her ability to successfully collaborate with people in various departments and roles inside and outside of the organization is one of her strong suits. She does it very well. Rachel is extremely motivated to learn and seems to have a limitless capacity to manage ongoing and new projects we place before her. Her consistent calm demeanor is appreciated in the complex and intense work we do across UPC. She is first and foremost a team player in all she does and looks for ways to elevate those she works with regularly.

Rachel has made a big positive impact across UPC in ways far beyond the title of her role. We have been very fortunate to have Rachel chose to begin her career with UnityPoint Clinic and we look forward to her continuing to grow her career with us.

Respectfully,

A handwritten signature in dark ink, reading "Daniel P. Allen". The signature is fluid and cursive, with the first name "Daniel" and last name "Allen" being clearly legible, and the middle initial "P." written in a smaller, more compact script.

Daniel P. Allen, M.D., FACP
Chief Medical Officer