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Mr. Joseph Scott  
President and Chief Executive Officer  
LibertyHealth/Jersey City Medical Center  
355 Grand Street  
Jersey City, New Jersey 07302

**Re: Rita Smith, DNP, Senior Vice-President of Patient Care Services and  
Chief Nursing Officer**

Dear Mr. Scott:

As a member of the senior executive team of Liberty Healthcare System, Inc. – Jersey City Medical Center, I have had the privilege and pleasure of working with Rita Smith, DNP, Senior Vice-President for Patient Care Services and Chief Nursing Officer, on a daily basis for the past four years.

Dr. Smith is the consummate nursing professional and is extremely well respected by the entire senior executive team. She is my first point of contact for any questions relating to the delivery of care, and she is always helpful and creative in formulating solutions to sometimes intricate problems. Among the senior executive team, Dr. Smith is always the first to respond to requests from her colleagues for assistance, and her comments and suggestions are always thoughtful and well articulated.

However, of even greater significance is the impact Dr. Smith has had on the Medical Center's operations, and, in particular, nursing.

Dr. Smith is the driving force behind nursing excellence at Liberty Health. She sets high standards of performance, attitude and collaboration, which she communicates in a highly engaging, positive and friendly way. Her managers and staff recognize Dr. Smith as the nursing role model they should emulate. Dr. Smith constantly encourages her managers and staff to advance themselves professionally, through advanced training, professional society participation, hospital committee participation and other opportunities for professional advancement. Her managers and staff are always willing to go the extra mile.



There is no better evidence of Dr. Smith's excellence in nursing than the Medical Center's Magnet Hospital Status, very high nurse satisfaction ratings and the Medical Center's excellent but continuously improving quality and safety indicators. Dr. Smith is a driving force behind the Medical Center's continuous and focused efforts to improve quality outcomes and patient satisfaction. Likewise, the high regard in which Dr. Smith is held by the Medical Staff has contributed to much greater collaboration among the professions and high scores for physician satisfaction.

Dr. Smith always takes full responsibility for activities within nursing or any other departments she may oversee and is a completely reliable colleague. Her leadership is admired by all.

As a colleague, I could not give anyone higher marks than I give Dr. Smith.

Finally, Dr. Smith is an active and valued member of the Board of Trustees of Liberty Healthcare System, Inc., the parent company of Jersey City Medical Center. Her insights regarding the operation of the Medical Center have been of great value to the Board.

Very truly yours,

A handwritten signature in black ink, appearing to read "Paul R. Murphy", is written over a horizontal line. The signature is fluid and cursive.

Paul R. Murphy, Esq.