

Date: September 10, 2019

To: Anna Cerra, DNP, MSN, MSHA, RN

From: Anne Marie McGrory, BSN, RN

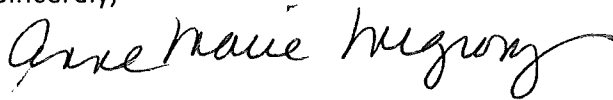
RE: Shelby Smith Recommendation for Opposite Strengths Program

Hi Anna,

I would like to recommend that Shelby Smith, RN, ED nurse manager be enrolled in the YNHHS Opposite Strengths program. This will be a great opportunity for Shelby to meet other managers and advance her career at Greenwich Hospital. Please let me know if I need to do anything else or if you want to discuss further.

Thank you for your consideration.

Sincerely,

A handwritten signature in black ink that reads "Anne Marie McGrory". The signature is written in a cursive, flowing style.

Anne Marie McGrory, BSN, RN  
Director ED

*Thomas Concept*  
**CERTIFICATE**

*This certificate is awarded to*

**Shelby Smith, RN**

*upon the completion of the*

**THE POWER OF  
OPPOSITE STRENGTHS  
Seminar**

Tommy Thomas, Ph.D.  
Chief Executive Officer  
Thomas Concept

Date

11/13/2019