

June 27th, 2023

Dear Jen and Zach,

In lieu of a cover letter, I am writing this personal recommendation to give more context as to why Christie will be a great fit here at Health Gorilla.

As a true serial-entrepreneur she's done it all and done it well. She doesn't fit the mold of a typical job description because she gravitates to what will bring the company the most value. As for what role she enjoys the most, that's definitely delighting the customer. Her empathy and human connection are effortless as she quickly builds rapport and trust through sincere and honest communication.

As for healthcare experience, at Precision/Resolute Services she overhauled and automated a mental health agency that was going bankrupt and not only turned it around to be very profitable, through automation and custom software development, but productized that solution and sold it to other local practices. All with zero previous experience in healthcare or technology. This included all aspects of billing, codes, claims, treatment plans, patient intakes, and scheduling! All of this because someone saw something special in her, invested in her, and allowed her the autonomy to succeed. This pattern has repeated every time someone invests in her. Her story at Xactware is the same and at least as impressive, but withheld here for brevity.

Other healthcare experience includes Henry Schein, which does Dental practice management software. She learned the system faster than anyone and took care of her customers better than anyone. She repeatedly got job offers from dentists and office managers begging her to come work for them after the skill, creativity, and dedication in which she solved their problems.

Another healthcare experience is Go Health where she sold Medicare insurance during their peak season (OEP). Seasoned veterans would work these 3 months and make so much money they'd take the rest of the year off. She naturally learned the trade and passed her licensing testing faster than anyone else, but at the same time helped all her fellow first timers study and pass theirs. She later found out that veterans get the warmest leads and rookies get the coldest leads. Undeterred, she quickly got noticed as someone who could turn the coldest of leads into sales. Call scripts are like gold and tightly guarded, but veterans heard about her, would overhear her and end up asking her to sit in on her calls to learn her techniques! She never withheld and always shared with them. She simply cared about the customers and they new it instantly. Never having "official" sales experience she outperformed all rookies and most veterans – all with horribly cold calls!

I could go on and on, but you get the point. As an appendix to this letter, I've included a list of business recommendations that show a distinct pattern, so you can hear from others besides me.

It's hard to fit all of her value in a short resume, especially with the personal struggles she's had to face that made a "traditional" career path impossible. She usually comes across as over-qualified or under-qualified. Gaps between jobs and short lengths of time at jobs also seem questionable. It's not my place to tell her personal story, but I assure you, once you hear the story it will make sense and impress you even more. When she feels safe and supported, which I now know HG would do, you will get all of her – all of her talents, productivity, loyalty, compassion, tenacity, and drive. I'm willing to stake my career on that for Health Gorilla, but even more importantly, I'm willing to stake my relationship with Christie that Health Gorilla is a rare place that she can feel safe, at home, and thrive.

Mike Saavedra

Appendix A: Praise for Christie

(in reverse chronological order)

"I had the pleasure of working along side Christie in Alianza's Product team. She has an unsurprised drive to deliver well-thought-out results, and any organization would benefit from what she brings to the table."

-- 8/14/2020 Kevin Overstreet, Product Manager at Beatport

"I was introduced to Christie by a mutual friend and a colleague of mine in 2015. In 2019 I started attending monthly project/product meetups that Christie also attended. In 2020 she joined Xyngular where we worked together in different departments.

In the time that Christie filled the role of Marketing Business Analyst she quickly identified details of business and organizational challenges. She was quick to assess a process of customer engagement and create a map for our Marketing group to create and manage touch points and crucial life cycle moments. Christie was excellent about working to add value with minimal direction. She was also very flexible as she identified new priorities and shifted. Through both my interactions at meetups and at Xyngular Christie showed her tenacity to find the root of problems. She is a courageous and proactive in both her investigation and communication. I have personally and professionally appreciate my interactions with Christie as insightful, genuine and courageous."

-- 7/29/2020 Jeremy Meredith, Senior Vice President of Information Technology at Xyngular

"I have known Christie since December 2004. We met while working as Project Managers for an Internet services company. From our first meeting, I identified Christie as a highly intelligent, tenacious, logical and process minded individual. I was very impressed with the way she carried herself, her attention to detail and the clear, well thought out way she presented ideas to our teams.

I admired how even though it was her first week with the company, that she sat in our team lead meeting and spoke to issues at hand as though she had been part of the company for months. Her ability to see the big picture and identify pain points in our organization with potential solutions was unique.

One of Christie's greatest qualities is how she can envision solutions, then gets right to work to make those solutions a reality. When we worked together, Christie jumped right into learning as much as she could, as fast as she could. She researched out the details of projects and work processes. She took it upon herself to contribute insightful perspective on a daily basis for improving those processes and overall professionalism in our workplace. Needless to say, that due to her intelligence and ability to lead others, she was well admired by her peers and our clients.

In the time that we worked together, we became friends. Although we have not had the opportunity to work for the same company again, we have stayed in close contact. Over the past 16 years, I have watched Christie develop businesses and grow her professional skill set so she could keep up with the goals she set for her organizations and her self. From learning how to program to creating her own software company, she has been unstoppable.

I still marvel at Christie's talents for learning, vision for organization and never-endingly finding the most creative, well supported solutions quickly, when others are often left reeling in doubt. Christie is a woman of conviction, vision, dedication and strength. For all of the reasons cited above, I highly recommend Christie as a person of integrity and one who will lift any team she is part of to high levels of success."

-- 7/25/2020 Kuulei Hanamaikai, Director of Search at thomasarts

"I worked with Christie as a fellow Product Manager and was impressed with her ability to uncover problems and drive to solutions. I respected the way she met challenges head on and if there were problems that other team members had disregarded or ignored she would bring them back to the table for another review or decision. That attribute is crucial to a PM so that they guide the company to the right solutions, not to solutions that people want to see. I also saw her tenacity to learn and grow in her position. She spearheaded and ran a book club that helped me gain new insight into User Story Mapping and customer journeys. I recommend Christie if you are looking for a driven product manager."

-- 7/23/2020 Matthew Kern, Technical Product Manager at Weave HQ

"Christie is one of those people that gets you excited about learning and growing. Christie works hard and strives to succeed with all projects she is handed, her great work ethic is obvious and helps elevate those around her. In the time we worked together we challenged each other to make the best decisions for our teams and our products, and I know I grew as a Product Manager because of those experiences. I would love to work with Christie again and would recommend her to any companies out there looking to add a great team member."

-- 7/21/2020 Dave Armstrong, Product Manager at Alianza

"Christie is tenacious and driven to make improvements. We were able to plug her into processes and she'd quickly analyze, organize and then get to improving things. She's also has a nice background in tech that developers & IT teams will notice and trust."

-- 7/21/2020 Steve Gordon, Sr Director, Application Engineering at Xyngular Corporation

"She has a talent for evaluating situations and determining the best course of action to correct problems that she sees. She is also willing to do what is right for the company regardless of the ramifications of those decisions."

--4/29/2017 Derek Caswell, Software Developer, Younique

"She had a big impact on the growth of my business. She would arrive to work with fresh ideas on how to improve the campaigns. The majority of the time her ideas worked."

--4/28/2017 Jerry West, Keynote Speaker, Affiliate Marketer and SEO since 1996

"Christine is an extremely bright and ambitious person with a flair for creative solutions to complex problems."

--11/13/2015 Leonard Jenkins, Employment Counselor at Utah Department of Workforce Services

"She is as good as anyone at mapping out a vision or strategy and the first to be at the front lines doing whatever work is needed. Whether its running her own business or being a contributor on a project, she naturally makes friends and gets more out of others than even they thought possible."

--7/10/2015 David Nelson, Marketing Manager, Xactware

"She is a very driven, passionate person who will put in the extra effort required to get a job done. She works hard to acquire additional skills and expertise to be the best she can be. There aren't many people I have encountered who have had as much impact in as short of a time as Christine had here."

--6/7/2015 Kevin Carpenter, QA Manager, Xactware

"Christine is a very driven, passionate and motivated person. She was always available to help or give advice and worked well with anyone that was involved in the project. Christine has wonderful vision and is truly concerned about how she affects people around her."

--5/29/2015 Lisa Birch, Director, MATC

"While I only managed Christine for a short period of time, the amount of work and progress she made in that time was more than most make in a year. Her motivation to just get things taken care of is infectious, building up anyone who works near her. Christie is the type of person that if you give her an impossible task, she will have it done quickly and efficiently, then ask for another."

--5/20/2015 Brett Barker, Training Manager, Verisk

"Christine ensures that she is as well-equipped for success as possible, but also that those around her are similarly able to fulfill their maximum potential. She will go out of her way to elevate those around her, exemplified by her continuous efforts to improve the experience shared by her peers in her cohort."

--1/24/2015 Christopher Stevenson (no relation), Lead Developer, Xactware

"In addition to fulfilling her standard job requirements as an analyst, she tirelessly and enthusiastically developed this program from scratch. Her background in managing companies and in software development formed a synergy that made her extremely effective in her new role as the administrator of our education program. As a leader, Christine is the type of person that shows genuine concern and respect for others. Through her example, she inspires and uplifts those around her to greatness. She has the vision to concoct innovative plans and the drive to make them a reality."

--1/24/2015 Tim Harrison, Project Manager, Verisk

"Christine has attitude, charm, and drive coupled with her experience in the field. She is definitely a formidable force."

--4/18/2014 Mark-Anthony Torrocha, Director of Operations, CultureForce

"I have known Christine for the past four years and have found her to be one of the most talented and self-starting people I know. The combination of a strong self-starter and an excellent team player combined in one individual is, from my perspective, a rarity. She portrays in both her writing and speech a sense of confidence without arrogance."

--5/5/2008 Bob Walsh, Dept. Chair, UVU

"Christine displayed outstanding aptitude, insight, and managerial talent and capacity. She is well-organized, has first-rate administrative skills, is a fine technical writer, and strives to do everything she undertakes with a high degree of excellence. Her attention to detail is consummate."

--1/18/2008 Dr. Don G. Schley, PMP, Director PM Programs, Colorado Technical University

"She is very personable and honest... open and forthright... diligent worker... accepts responsibility well and is thorough in her work. She handles details well... knowledgeable about business and what makes them succeed."

--3/25/2008 J.D. Davidson, Professor, UVU

"What stands out in my mind is the wealth of business experience that she possesses. She has done many things and done them well... highly competent and professional."

--3/22/2008 Liz Banford, Professor, UVU

"Not only did Christie improve my service department, but she went a step further and realized that the company as a whole was in need of a program that would train and provide technicians for my company, nationwide."

--1/17/2008 Russel Hunt, Service Manager, Camping World

"Christie took charge in her role as Office Manager and helped tremendously in organizing and running her department. She was also very creative with our marketing plans and helping sales grow. Christie is smart, organized, efficient, extremely competent, highly energetic and has an excellent rapport with people of all ages particularly children and youth. Her communication skills, both written and verbal, are superb."

--12/12/2007 Steve Winters, Sr. Account Executive, Total Computing Solutions