



August 19, 2025

Dear Colleague:

It is my pleasure to write a letter of recommendation for Paige Schmitt. Paige was a student in my US Healthcare Delivery System introduction course in the Spring of 2025. In my experience with her as a student, I have been impressed by her initiative, intelligence, critical thinking, work ethic, and personable demeanor that she possesses. She is an excellent student, and I considered her one of the “standouts” in this class.

One of my first personal interactions with Paige occurred at the beginning of the semester when I assigned a semester-long project to write a policy brief. The project included research and field investigation on a particular policy alternative or course of action to address an issue in healthcare. Shortly after I announced this assignment, Paige approached me with a plan for her policy brief, based on her interest in addressing racial disparities of Black infant mortality, focused on the roles of systemic racism, healthcare access and policy failures in sustaining these inequities. She learned a lot about how to conduct critical research and put together a persuasive argument to make policy changes.

I learned several things about Paige in these interactions. She is hard-working, tenacious and is eager to learn; she promptly approached me when she felt stuck and adapted to the changes I suggested. She takes initiative with her work and is willing to ask for help. She cares deeply for disadvantaged populations. Her approach in my class resulted in a policy brief that was both thoughtful and thorough and I believe she learned a lot in the process.

In getting to know Paige throughout the semester, these initial impressions were repeatedly confirmed, and I was also able to see how passionate she is about her work and her commitment to health administration. I think that she will do well in whatever she endeavors.

Best,

A handwritten signature in black ink that reads "Debra A. Thompson". The signature is fluid and cursive, with the first letters of each word being capitalized and prominent.

Debra A. Thompson, President, Strategy Solutions, Inc.

Adjunct Professor, University of Pittsburgh Graduate School of Public Health