



MAINE MEDICAL ASSOCIATION

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January 9, 2009

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Dear MMA Member,

I trust this letter finds you well as we anticipate the changes and challenges of the New Year. While the healthcare industry anxiously awaits the impact of new government leadership, one condition is guaranteed to remain the same: the challenges associated with recruiting physicians, fueled by the sobering shortage of providers as well as increasing demand for those individuals.

Given the resounding obstacles within physician staffing, it is my goal to help position our members with a competitive advantage. Over the past three years, Merritt Hawkins & Associates has been a Corporate Affiliate of the Maine Medical Association. Throughout our ongoing relationship we have found Merritt Hawkins & Associates to be consistent in performance, superior in industry knowledge, and committed to quality and professionalism.

Over the past few years Merritt Hawkins & Associates has placed providers within Maine's most remote practices as well as some of the largest institutions in the state. MHA has been dedicated to building long-term relationships with our healthcare facilities by developing the right solution and strategy for every client and search.

We have asked Merritt Hawkins to reconnect with our members through personal introductions by Senior New England Marketing Consultant, Jeremy Robinson. On behalf of the MMA, I encourage you to accept Merritt Hawkins' offer to present the various ways they can help you achieve current or future recruitment objectives. Please feel free to reach me with any questions, (207-622-3374 x212), or call Merritt Hawkins directly (800-306-1330).

Sincerely,

A handwritten signature in black ink, appearing to read "Gordon H. Smith".

Gordon H. Smith, Esq.
Executive Vice President, Maine Medical Association