



VERMONT ASSOCIATION OF  
HOSPITALS AND HEALTH SYSTEMS

April 23, 2009

To whom it may concern:

Merritt Hawkins & Associates (MHA) is a physician staffing firm and has been a corporate member of our Association for a few years. You may already be familiar with MHA, since over the past several years they have placed providers within Vermont's most rural practices as well as some of the larger institutions.

I recently met with Jeremy Robinson, MHA's Senior New England Marketing Consultant. Jeremy is highly knowledgeable and has provided me with valuable reports on industry trends and survey data. A recent report they conducted for the Physicians Foundation was profiled on National Public Radio and CNN. I have enjoyed meeting him and have consistently been impressed by MHA's work.

I am writing today to let you know that Jeremy may be contacting you to discuss MHA's physician employment, consulting, and allied health professional placement services. Please feel free to reach me with any questions you may have about my experience with MHA or call Mr. Robinson directly at 1-800-306-1330.

Sincerely,

M. Beatrice Grause  
President and CEO, VAHHS