



AzHHA Service Corporation

A subsidiary of the Arizona Hospital and Healthcare Association

March 17, 2011

TO: Whom it may concern

FROM: Jim Haynes, Senior Vice President and Chief Financial Officer

SUBJECT: Permanent Physician, Allied Professionals Staffing

This letter is to acknowledge the ongoing positive and productive relationship between **Arizona Hospital and Healthcare Association Service Corporation** and **Merritt Hawkins** as exclusive providers of health care staffing, recruiting and consulting services.

As part of AMN Healthcare, the largest healthcare staffing organization in the country, Merritt Hawkins is proud to offer the following services:

Merritt Hawkins®, permanent physician search and consulting

In addition to staffing, Merritt Hawkins provides value-added consulting services based upon unparalleled experience and knowledge of healthcare staffing and management trends. Nationally known throughout the healthcare industry, Merritt Hawkins is respected for their over 23 years of staffing experience, their unrivalled expertise, and their commitment to the highest standards of client service.

Our review of the medical staffing industry indicates that Merritt Hawkins offers our members an excellent resource as well as a proven track record in Arizona. Collectively, their member companies place thousands of health care providers annually and employ over 960 associates in four offices nationwide.

As part of its preferred provider status, Merritt Hawkins offers a range of complementary, value-added services to Arizona Hospital and Healthcare Association members. Please contact Ed Golub at 800-876-0500 if you are interested in compensation or other data the firm provides, or if you would like to schedule one of the firms' staffing seminars.

In addition, you may access more information about Merritt Hawkins at www.merrithawkins.com

Sincerely,

James F. Haynes
Senior Vice President and Chief Financial Officer

