



May 3, 2011

To Whom It May Concern:

It is a pleasure to confirm and describe the relationship that the Connecticut Hospital Association Shared Services Program (CHA SSP) has developed with Merritt Hawkins, one of the leading physician search and consulting firms in the United States.

Established in 1987, Merritt Hawkins is a company of AMN Healthcare (NYSE: AHS), the largest healthcare staffing organization in the country. Merritt Hawkins is known nationwide as the expert in physician recruiting. Executives with the firm authored the definitive book on physician search – *Merritt Hawkins Guide to Physician Recruiting*. They also speak nationally on healthcare staffing topics and are continually cited by leading publications from *The Wall Street Journal* and *USA Today* to *Modern Healthcare* and *Hospitals & Health Network*

Of most importance, Merritt Hawkins has established an excellent track record in our state. The firm has placed physicians and allied healthcare professionals throughout Connecticut while earning high marks from clients for professionalism and commitment to client service.

Merritt Hawkins takes a consultative approach with its clients, providing the data and strategic perspective they require on the front end to establish an effective search program regardless of the client's size, location, or area of need. Merritt Hawkins then has the national resources and "bench strength" to source qualified candidates who match its client's parameters, allowing it to place more physicians every year than any other firm in the industry.

We have found Merritt Hawkins has been willing to invest the time and energy to build positive client relationships in Connecticut and would be happy to discuss their services further. Please contact me at (203) 294-7330 or mase@chime.org if you would like additional information about Merritt Hawkins.

Sincerely,

Diane T Mase

Diane T Mase
Assistant Vice President