

April 22, 2011



**Hospital Council**  
of Northern & Central California

*Excellence Through Leadership & Collaboration*

To Whom It May Concern:

Several years ago the Hospital Council of Northern and Central California and Merritt Hawkins, a national health care recruiting and staffing firm, established a partnership to bring their search and consulting services to the Hospital Council's 186 member institutions. Since that time our experience with Merritt Hawkins has been excellent and the breadth and depth of the services provided by Merritt Hawkins continues to expand.

Established in 1987, Merritt Hawkins is the largest permanent physician search firm in the United States and is the acknowledged leader in its field. As a company of AMN Healthcare (NYSE: AHS), Merritt Hawkins is part of the largest health care staffing organization in the country.

We find Merritt Hawkins' industry-leading expertise, commitment to quality, and consistent professionalism to be superior within its field. 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 clients' parameters, allowing it to place more physicians every year than any other firm in the industry.

Merritt Hawkins also is noted for its unrivalled thought leadership. Executives with the firm authored the definitive work on physician search – *Merritt Hawkins Guide to Physician Recruiting*—as well as the nationally noted books *Will the Last Physician in America Please Turn Off the Lights?* and *In Their Own Words, 12,000 Physicians Reveal Their Thoughts on Medical Practice In America*. Merritt Hawkins' consultants are continually cited by leading publications from *The Wall Street Journal* and *USA Today* to *Modern Healthcare* and *Hospitals & Health Network*. Executives with the firm address thousands of healthcare executives every year through highly regard educational programs on physician staffing and related subjects.

Hospital Council is very pleased with Merritt Hawkins and the services they provide to our members. We always know when we refer our members to Merritt Hawkins that they will have the expertise and resources to meet and exceed their needs. Please contact me at 916-552-7653 if you would like additional information about Merritt Hawkins.

Sincerely,

Art Sponseller  
President/CEO