

January 2, 2020

To Whom It May Concern:

For almost 20 years AHA Services, Inc., a subsidiary of the Arkansas Hospital Association, and Merritt Hawkins, a national permanent physician search firm have enjoyed a positive and productive relationship. Merritt Hawkins is one of AHSS' limited number of endorsed partners while providing support and education directly to our members. The relationship with Merritt Hawkins complements the mission of AHA and we enthusiastically endorse their services to our more than 100 member hospitals.

Merritt Hawkins, an AMN Healthcare, Inc. company, (NYSE: AMN) is the largest permanent placement physician and allied health search and consulting firm in the United States. Merritt Hawkins conducts more than 5,000 permanent physician search assignments each year. Their 32-year track record in the industry speaks to their expertise and trust.

As you are aware, Arkansas is a very diverse state in population, geography and community dynamics. Over our time with Merritt Hawkins they have successfully placed physicians everywhere from small and rural Warren to large and urban Little Rock; they have placed 450+ permanent healthcare providers in Arkansas and on average Merritt Hawkins has placed providers in 3 to 4 months with 93% staying 4 or more years. The healthcare dynamics vary from market to market and Merritt Hawkins have demonstrated their ability to work and develop long term relationships in challenging and unique environments.

In addition to individual engagements, Merritt Hawkins is one of our premier education providers around physician trends and recruitment. They have spoken with great results at meetings for targeted audiences and the full membership. Their published materials such as the Annual Review of Physician Recruitment Incentives, The Survey of Final Year Medical Residents, and the Survey of Physician Inpatient/Outpatient Revenue provide valuable information that our members rely on to develop physician recruitment strategies.

Please contact me at **501.224.7878**, [tcreel@arkhospitals.org](mailto:tcreel@arkhospitals.org), if you would like additional information about Merritt Hawkins.

Sincerely,



Tina Creel  
AHA Vice President of Member Services, President AHA Services