



MAINE MEDICAL ASSOCIATION

Guy Raymond, MD *President* • Lisa Ryan, DO *President-Elect* • Brian Pierce, MD *Chair, Board of Directors*
Gordon H. Smith, Esq. *Executive Vice President* • Andrew B. MacLean, Esq. *Deputy Executive Vice President*

January 17, 2014

Dear MMA Member,

I hope winter finds you well and that you are surviving the pace of change in health care here in Maine and in the nation. But one thing that isn't changing is the need to recruit the very best physicians and health professionals to Maine that we can find, fueled by the shortage of primary care physicians and the increasing demand caused by the ACA and Maine's aging population.

Given the resounding obstacles within physician staffing, it is my goal to help position our members with a competitive advantage. Over the past eight years, Merritt Hawkins & Associates has been a Corporate Affiliate of the Maine Medical Association. Throughout our ongoing relationship we have found Merritt Hawkins & Associates to be consistent in performance, superior in industry knowledge, and committed to quality and professionalism.

Over the past few years Merritt Hawkins & Associates has placed providers within Maine's most remote practices as well as some of the largest institutions in the state. MHA has been dedicated to building long-term relationships with our healthcare facilities by developing the right solution and strategy for every client and search.

We have asked Merritt Hawkins to reconnect with our members through personal introductions by Senior New England Marketing Consultant, Jeremy Robinson. On behalf of the MMA, I encourage you to accept Merritt Hawkins' offer to present the various ways they can help you achieve current or future recruitment objectives.

Please feel free to reach me with any questions, (207-622-3374 x212), or call Merritt Hawkins directly (800-306-1330).

Sincerely,

A handwritten signature in black ink, appearing to read "Gordon H. Smith".

Gordon H. Smith, Esq.
Executive Vice President