

Date

Dear Colleague:

It is a pleasure to confirm Merritt Hawkins as one of HASC's Strategic Business Partners operated through our subsidiary AllHealth Inc.

Merritt Hawkins is a leading physician and advanced practitioner search firm and is a company of AMN Healthcare (NYSE: AHS), the largest healthcare staffing organization in the United States.

Merritt Hawkins provides quality, effective physician search and consulting services to hospitals in California. Over the course of close to 30 years in business, Merritt Hawkins has developed a unique, consultative approach to physician recruiting in which it helps its clients establish competitive recruiting plans. Using its national reach and expertise, Merritt Hawkins then carries these plans through to completion.

Merritt Hawkins has proved to be a valuable, reliable resource for our members. Moreover, by assisting our hospitals in recruiting excellent clinicians, Merritt Hawkins has had a positive impact on quality of care in Southern California.

As an added benefit, Merritt Hawkins provides our members with excellent market knowledge in the field of physician recruiting. The firm's annual *Review of Physician and Advanced Practitioner Recruiting Incentives* reports on what is currently competitive in the area of physician salaries and other recruiting benefits.

Merritt Hawkins' book --*Guide to Physician Recruiting* – offers a strategic and tactical framework for recruiting doctors in today's market. The firm has produced many other useful surveys, books, and white papers available to our members at no charge. In addition, Merritt Hawkins offers educational speaking programs in California and nationally.

Merritt Hawkins has invested the time and energy to build positive client relationships in Southern California and would be happy to discuss their services further. Please contact Kurt Mosley at kurt.mosley@amnhealthcare.com 469-524-1446 or me stwomey@hasc.org 213-538-0756 if you would like additional information.

Sincerely,



Scott Twomey
President/AllHealth

Senior Vice President & CFO/HASC