



VERMONT ASSOCIATION OF
HOSPITALS AND HEALTH SYSTEMS

May 28, 2014

To whom it may concern:

Merritt Hawkins & Associates (MHA) is a physician staffing firm and has been a corporate member of our Association for many years. You may already be familiar with MHA, since over the past several years they have placed providers within Vermont's most rural practices as well as some of the larger institutions.

I recently met with Jeremy Robinson, MHA's Director of Marketing. Jeremy is highly knowledgeable and has provided me with valuable reports on industry trends and survey data. MHA's surveys and whitepapers are frequently cited in major media outlets including HealthLeaders, USA Today, Forbes, The Wall Street Journal, among others. I have enjoyed working with him and have consistently been impressed by MHA's work.

I am writing today to let you know that Jeremy may be contacting you to discuss MHA's physician recruitment, consulting and allied health professional placement services. Please feel free to reach me with any questions you may have about my experience with MHA or call Mr. Robinson directly at 1-800-306-1330.

Sincerely,

M. Beatrice Grause, R.N., J.D. FACHE
President and CEO, VAHHS