



The influential voice of Nebraska's hospitals

February 24, 2017

To Whom It May Concern:

It is my pleasure to provide an overview of the relationship NHA Services Inc., a wholly owned subsidiary of the Nebraska Hospital Association, has developed with one of our preferred business partners: Merritt Hawkins. As you may be aware, Merritt Hawkins is the leading physician and advanced practitioner search firm in the industry and is a company of AMN Healthcare (NYSE: AHS), the largest health care staffing organization in the United States.

In the course of a highly productive partnership, we have found Merritt Hawkins to be consistently committed to providing quality, effective physician search and consulting services to hospitals in our state. 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 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 and reliable resource for our members. Moreover, by assisting our hospitals in recruiting excellent clinicians, Merritt Hawkins has had a positive impact on quality care in Nebraska.

As an added benefit, Merritt Hawkins provides our members with an unrivalled level of market knowledge in the field of physician recruiting. The firm's annual *Review of Physician and Advanced Practitioner Recruiting Incentives* is an outstanding guide to 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 that our members appreciate. Merritt Hawkins has produced many other useful surveys, books, and white papers that are available to our members at no charge. In addition, Merritt Hawkins' educational speaking programs have achieved an outstanding reputation for content and relevance both in our state and nationally.

We have found Merritt Hawkins has been will to invest the time and energy to build positive client relationships in our member hospitals and would be happy to discuss their services further. Please contact me at (402) 742-8147 or jborton@nebraskahospitals.org if you would like more information about Merritt Hawkins.

Sincerely,

A handwritten signature in black ink, appearing to read "Jon Borton".

Jon L. Borton, MS
Vice President, NHA Services, Inc.