



June 11, 2015

To Whom It May Concern:

It is a pleasure to provide an overview of the relationship the Tennessee Hospital Association's Solutions Group has developed with one of our key service 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 healthcare 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 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 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 of care in Tennessee.

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 it makes 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 willing to invest the time and energy to build positive client relationships in Tennessee and would be happy to discuss their services further. Please contact Chris Giese, Vice President, at 615-401-7471, cgiese@tha.com if you would like additional information about Merritt Hawkins.

Sincerely,

A handwritten signature in black ink that reads 'Craig A. Becker'. The signature is written in a cursive style with a large initial 'C'.

Craig A. Becker
President