

The purpose of this letter is to acknowledge the ongoing positive relationship between the Washington State Hospital Association, Washington Hospital Services, Inc., and Merritt Hawkins, a national leader in executive, physician, and advanced practitioner search and placement.

Established in 1987, and an endorsed Industry Partner for more than a decade, Merritt Hawkins is the largest permanent search firm in the United States and is the acknowledged leader in its field. As a company of AMN Healthcare, Merritt Hawkins is part of the largest health care staffing organization in the country.

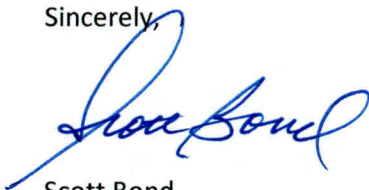
We find Merritt Hawkins industry-leading expertise, commitment to quality, and consistent professionalism to be superior within its field. Merritt Hawkins takes a consultative approach with its clients providing the data and strategic perspective they require on the front end to establish and effective search program regardless of the client's size, location, or area of need. Merritt Hawkins has the national reach and "bench strength" to source qualified candidates who match client needs. In fact, Merritt Hawkins places more executives, physicians, and advanced practitioners every year than any other firm in the industry.

Merritt Hawkins is also known for its unrivaled thought leadership. The firm's annual ***Review of Physician and Advanced Practitioner Recruiting Incentives*** is an outstanding guide to current physician salary and benefits packages.

Merritt Hawkins' book — ***Guide to Physician Recruiting*** — offers a strategic and tactical framework for recruiting doctors in today's market that provides great value to WSHA members. 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 in our state and nationally.

During the course of our ten year relationship we have found Merritt Hawkins has been willing to invest the time and energy to build positive client relationships in Washington State. If you would like additional information about Merritt Hawkins please feel free to contact Paul Unsworth paulu@wsha.org 206 577-1806.

Sincerely,



Scott Bond
President & Chief Executive Officer
Washington State Hospital Association