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To Whom It May Concern:

It is a pleasure to confirm and describe the relationship the North Carolina Hospital Association has developed with Merritt Hawkins, one of the leading physician search and consulting firms in the United States.

Established in 1987, Merritt Hawkins is a company of AMN Healthcare (NYSE: AHS), the largest health care staffing organization in the country. Merritt Hawkins is known nationwide as the experts in physician recruiting. Executives with the firm authored the definitive book on physician search – *Merritt Hawkins Guide to Physician Recruiting*. They also speak nationally on health care staffing topics and are continually cited by leading publications from *The Wall Street Journal* and *USA Today* to *Modern Healthcare* and *Hospitals & Health Network*.

Of most importance, Merritt Hawkins has established an excellent track record in our state. The firm has placed physicians and allied healthcare professionals throughout North Carolina while earning high marks from clients for professionalism and commitment to client service.

Merritt Hawkins takes a consultative approach with its clients, providing the data and strategic perspective they require on the front end to establish an effective search program regardless of the client's size, location, or area of need. Merritt Hawkins then has the national resources and "bench strength" to source qualified candidates who match its client's parameters, allowing it to place more physicians every year than any other firm in the industry.

We have found Merritt Hawkins has been willing to invest the time and energy to build positive client relationships in North Carolina and would be happy to discuss their services further. Please contact me at 919.677.4131, or vwilliams@ncha.org if you would like additional information about Merritt Hawkins.

Sincerely,

Veda Williams

Veda G. Williams
Director of NCHA Strategic Partners
North Carolina Hospital Association