

January 22, 2019

It is my pleasure to provide an overview of the relationship Washington Hospital Services 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 hospital 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 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 of care in Washington.

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.

For more information about Merritt Hawkins and our partnership, please contact Beth Zborowski at [bethz@wsha.org](mailto:bethz@wsha.org) or (206) 577-1807

Sincerely,



Cassie Sauer  
President & CEO