

January 11, 2019

To Whom It May Concern:

This letter is to acknowledge the ongoing positive and productive relationship between Hospital Council of Northern and Central California and Merritt Hawkins, a leading provider of physician search and consulting services.

Established in 1987, Merritt Hawkins is the largest permanent physician search firm in the United States and is the acknowledged leader in its field. As a company of AMN Healthcare (NYSE: AMN), 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 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.

Merritt Hawkins also is noted for its unrivalled thought leadership. Executives with the firm authored the definitive work on physician search – *Merritt Hawkins Guide to Physician Recruiting*—as well as the nationally noted books *Will the Last Physician in America Please Turn Off the Lights?* and *In Their Own Words, 12,000 Physicians Reveal Their Thoughts on Medical Practice In America*. Merritt Hawkins' consultants are continually cited by leading publications from *The Wall Street Journal* and *USA Today* to *Modern Healthcare* and *Hospitals & Health Network*. Executives with the firm address thousands of healthcare executives every year through highly regard educational programs on physician staffing and related subjects.

We have found Merritt Hawkins has been willing to invest the time and energy to build positive client relationships to our members and would be happy to discuss their services further. Please contact me at 916- 552-7608 if you would like additional information about Merritt Hawkins.

Sincerely,



Bryan Bucklew  
President & CEO