



KEOKUK AREA HOSPITAL

1600 MORGAN STREET KEOKUK, IOWA 52632 319/524-7150

August 30, 2006

To Organizations-individuals involved in physician recruitment:

As Chief Executive Officer of Keokuk Area Hospital in Keokuk, Iowa, it is my pleasure to offer this letter of reference for the recruiting firm of Arthur Marshall, Inc. with home offices in Irving, Texas. As a healthcare administrator with more than 35 years of experience, I have had the opportunity to be exposed to many and various recruiting firms, both retained and contingent. My experience has been like most of you I'm sure. Some experiences are good, some are disappointing and every firm tries to differentiate their approach as unique and more successful than the competition.

In the summer of this year, I had a "cold call" from a marketing consultant from Arthur Marshall who had some actual Iowa experience in recruiting and living in the Midwest and some experience in rural settings and environments. After many months of non-successful recruiting efforts in a number of specialties (OB/GYN, General Surgery, Family Practice) with other firms, I was ready to take a chance on a firm that I was not at all that familiar with and signed them for the three searches we had going on. Again, the claim that they were better and more successful than other firms were heard, but I did not put much credence to the claims, but I was willing to give them a try.

Six months later, I'm very pleased to say it was one of the best decisions I have made in the area of recruitment. All of the claims were realized, we have three new physicians coming on board and the professionalism and quality of the Arthur Marshall relationship has been exceptional from my perspective. They are very customer oriented and communicate in great detail from the description and parameters of the search, to extensive and comprehensive screening of candidates. Almost without exception, each candidate presented has been a viable candidate with skill and experience sets that meet our needs and environment.

From my perspective, Arthur Marshall is a firm that any healthcare system or medical practice should consider and if my experiences are any gauge of their ability to successfully meet your needs, you will be glad you did.

Sincerely,

Allan W. Zastrow, FACHE
Chief Executive Officer
Keokuk Area Hospital
Keokuk, Iowa