

March 16, 2007

Subject: Letter of Recommendation for Pamela Arthur

To Whom It May Concern:

Pamela Arthur's employment began with HCA Healthcare Company in 1995 and she has remained with our organization until March 2007, giving the company over 12 years of quality service. During her tenure, she served the company well in multiple capacities, two of which were Area Practice Manager and Market Practice Manager.

Pamela is a very thorough and dependable individual who always conducts herself with the utmost of professionalism. She has a broad range of skills and calls upon her vast experience to help her carry out assignments with expedience.

I would not hesitate to recommend Pamela to anyone who is seeking a quality employee, as she would be an excellent addition to any organization.

Sincerely,

A handwritten signature in cursive script, appearing to read "Leon Drennan".

Leon Drennan
President
HCA Physician Services