

HCA

Physician Services

Three Maryland Farms, Suite 250
Brentwood, TN 37027

December 8, 2006

To Whom It May Concern:

Pam Arthur started with HCA in November 1995. I met Pam when I joined the company in 1999. Since that time, I have worked extensively with her.

Pam is an exceptional physician practice manager. She has established good working relationships with the Division leadership, the hospital CEOs and her peers. Pam successfully acquired and managed physician practices for us on many occasions. She also operated a central business office (CBO).

Pam is well liked by others. She makes a professional presentation and is an excellent representative of the company.

Pam is eligible for rehire at HCA and leaves us with a great record. I highly recommend her for any job in physician practice management.

I can be directly contacted at (615) 373-7630.

Sincerely,



Louis R. Joseph
Central Group Operations Vice President
HCA Physician Services