



**DOCTORS
UNITED**

New letterhead

Dr. James Hotz

May 3rd, 2011

Dr. Albert Reed
25 Franklin Rd.
Albany, GA 31770

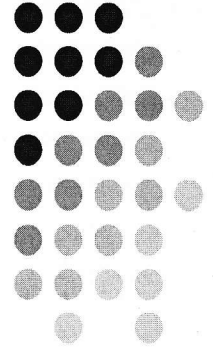
First, I would like to welcome you to the Peach State. This region of the United States is very unique and working here can be highly rewarding. This community has been in need of an orthopedic surgeon for some time. My name is Dr. Hotz, I have been practicing in the area for just over a decade now. I understand that you have recently finished medical school at UCLA; I am also an alumnus of that fine institution. Go Bruins! Since I have started practicing in the area, I have formed a coalition network of doctors and physicians called Doctors United, to better serve the community.

As you will soon find out, this area has very different demographics than where we had come from in Los Angeles. Folks in this community are often uninsured, which means that most are not able to pay for medical care. When I first moved here there hadn't been an established doctor in the area for nearly a decade. There were three doctors that tried to start their practices here before me, but they were unsuccessful. I realized that the only way I could possibly stay in business was to charge below normal fees for my services. I didn't know how I would accomplish this because somehow I still had to cover my overhead costs and maintain a decent standard of living.

I created Doctors United to provide low-cost medical services to this great community. I brought eight other doctors into the area, and we agreed to keep our fees approximately twenty-five percent lower than normal. We have also been able to set up an agreement with the nearby Phoebe-Putney Memorial Hospital so that our patients can receive emergency medical care regardless of whether or not they can afford it. As you may have heard, many members of this community work at the local Coca-Cola plantation. Coca-Cola has generously built a state-of-the-art medical clinic for use by Doctors United. This has done wonders in keeping our overhead costs down. This facility is used to provide costly procedures, such as cancer therapy, for those who have difficulties affording it. We also receive more than \$500,000 worth of free drugs from various pharmaceutical companies.

I have noticed that since you have moved into the region you have been charging fees that would be more suited for a practice in Los Angeles. I would hate to see you leave this area because you cannot cover your costs. This community would really benefit from having someone with your talents. I would like to extend an offer to you to join our coalition. As a member of our team there are many benefits including:

- ◆ Referrals from other doctors within the network
- ◆ Use of the Phoebe-Putney Memorial Hospital
- ◆ Use of the state-of-the-art clinic
- ◆ Access to discounted and complimentary pharmaceuticals
- ◆ A strong community of doctors



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Dr. James Hotz

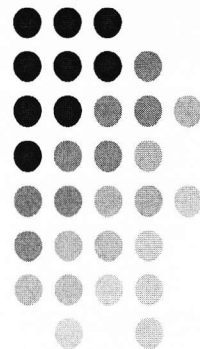
Before this coalition was set up, doctors were nonexistent in this area. As I had said, three doctors attempted to start practices here, but were extremely unsuccessful. The coalition has created a lifeline for doctors in our network. If you do not join our network, I am afraid that you will follow in the footsteps of those who failed, this would be devastating for our community.

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I really hope you will consider my offer to join Doctors United. The area residents really appreciate what we have done. Their hospitality is second to none as they have welcomed my family with open arms. Healthcare in this community is no longer non-existent. It is available for everyone, not only the rich and insured. With your help we can enhance our services and make our community stronger.

Respectfully,

Dr. James Hotz
Founder, Doctors United



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