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Leesburg Medical Group

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February 9, 2012

Dr. Albert Reed, M.D.
Orthopedic Surgeon
25 Franklin Rd.
Albany, GA 3177

Dear Dr. Reed:

Welcome to Albany! I heard about your arrival two weeks ago, and have been meaning to formally welcome you to the community. I hope that you've settled in well, and that you have gotten to see what Albany has to offer! It's similar to the towns where we grew up in Idaho: a tight-knit community, beautiful scenery, but it becomes challenging when starting your own business—especially medical practices. In fact, I was in your position ten years ago.

My original plan was to move to Los Angeles where most of my colleagues worked in large hospitals. However, before moving to the city, my wife and I headed to Atlanta, Georgia, where I planned to complete my two-year residency. On our way to Atlanta, our car was hijacked and we were driven 200 miles south to rural Leesburg. At first, I didn't understand what was happening. However, once we arrived and started talking with the townspeople, I discovered that they needed my help. ✓

This community didn't have a doctor since the 1990s; three doctors attempted to start medical practices, and failed within six months. I learned that the doctors couldn't survive living in this area without charging normal fees that many people could not afford. However, if I reduced the fees, I would not be able to cover my overhead costs. ✓

It was a difficult, but I managed to set up a system that provided low-cost, sometimes free, health care for patients. Soon enough, eight other doctors joined my network. Each agreed to keep their fees 25 percent lower than normal fees, and centrally located Phoebe-Putney Memorial Hospital, agreed to treat patients whether or not they could pay the fees. ✓

We provide low-cost services and still remain solvent. However, we don't do it by ourselves; many businesses help us significantly. The founder of Coca-Cola built medical clinics for the doctors in the area, giving us rent-free, up-to-date facilities to use, so long as we perform costly procedures: bypass surgery, cancer therapy, etc. There are other businesses that provide us with money to reduce our overhead costs, and some pharmaceutical companies have even provided us with \$500,000 worth of free drugs. ✓

my wife and I

Additionally, despite the lower charges for our services, the doctors in my network have been extremely successful. Although not making as much as they could in Los Angeles or New York, the pay-off is balanced because we pay minimal overhead costs. In addition, Albany's cost of living is far less than the large cities, providing a comfortable environment to raise a family. Nevertheless, the most valuable benefit of being a part of this community is having the ability to improve people's lives, regardless of what they can or cannot afford.

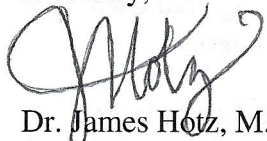
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Dr. Reed, you too, can become a part of this dynamic network of doctors. With great enthusiasm, I ask that you join our network, and avoid facing the difficulties of starting a new business in the area. By joining our team, you can receive the benefits I've mentioned, and will also have patients referred to you. Especially since you are the only orthopedic surgeon in the area, your expertise will provide numerous appointments for your services.

✓

We are holding a meeting this Monday, February 11th at 2:00pm, at Phoebe-Putney Memorial. I would love for you to join us, and I will contact you this Saturday to confirm your invitation. If you should have any questions, please feel free to contact me through my personal phone number. Thank you for your time, and again, welcome to Albany!

Sincerely,



Dr. James Hotz, M.D.
Chairman, Georgia Hospital Group