



December 1, 2009

To Whom It May Concern:

I am pleased to provide this letter of reference for Ed Spector, M.D. and Pegasus of New Jersey. Hunterdon Medical Center has held a contract with Pegasus Emergency Physicians since September 1996. The Group has established high standards of performance and has consistently selected and credentialed physicians that are highly qualified and competent, resulting in high quality patient care and service.

Over the years, Hunterdon Medical Center experienced growth of Emergency Department visits of approximately 2% per annum and we are anticipating patient visits to exceed 35,000 in 2010. Patient satisfaction as measured by Press Ganey consistently ranks amongst the highest scoring hospitals in the nation and in New Jersey. Without compromising quality of care or patient satisfaction, initiatives to optimize patient flow by managing length of stay within the department, the admissions process and engaging in the efficient use of ancillary resources has enabled the Emergency Department to function as a strong revenue center for the Medical Center. The number of patients that leave before receiving treatment or against medical advice are negligible, typically less than 1% of total visits.

Ed Spector, M.D. has been Chairman of Emergency Medicine at Hunterdon Medical Center and President of Pegasus of New Jersey since November 2004. He is highly regarded by members of the medical staff, administration and members of the Board of Trustees. Dr. Spector has served as a board member on both the Hunterdon Healthcare System and Hunterdon Medical Center Boards of Trustees, and also served on the Quality and Strategic Planning Committees.

We have been pleased with all aspects of our relationship with Ed Spector, M.D. and Pegasus over the past 13 years and look forward to continuing our association for many years to come. If any additional information is needed, I can be reached at (908) 788-6151 or by mail at [grand.lawrence@hunterdonhealthcare.org](mailto:grand.lawrence@hunterdonhealthcare.org).

Sincerely,

Lawrence N. Grand  
Executive Vice President and Chief Operating Officer