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Administration Fax (219) 483-5596  
Appointments (219) 484-8551, ext. 401  
800-589-8551, ext. 401

September 5, 2000

To Whom It May Concern:

I'm the CEO of a successful 26 physician orthopaedic practice in Northeastern Indiana with 12 clinical locations plus related ancillary services located within a 50 mile radius of a metro area of 400,000 people. I'm writing not as an applicant for the position for which you're recruiting but rather in support of an applicant named Ross Berry.

Shortly after I accepted my position at ONE, I asked Ross to provide strategic consulting services to us. He came on-site and dug into the details of our history, operations, marketplace positioning vis-a-vis competitors, strengths & weaknesses. He then crafted a set of strategic principles, tailored to our unique situation, which served as the basis for our significantly enhanced and updated strategic plan. We gained a great deal of benefit from Ross' work, and continue to consult him on strategic and business modeling issues. Through this process, it's clear that Ross has gained a thorough understanding of the key success factors important to a large, growing orthopaedic practice.

Ross and I have known each other since 1994, and began working together when I became CEO of a very large primary care physician practice in 1995. Ross was working in a mid-level administrative role within that practice when I joined it, and within a few months I recognized his ability and promoted him to COO of the practice. Ross later left that practice to become CEO of another physician practice.

When I accepted my current position at ONE, I quickly thought of Ross, because of his outstanding ability to thoroughly assess a situation and develop appropriate strategic and operational goals and objectives and plans of action to implement them. His work has served us well at ONE and could serve your orthopaedic organization as well.

I would be pleased to discuss the work Ross has done for us and the skills he could bring to your organization. I can be reached at 219-484-8551, extension 552 if I can be of assistance.

Best wishes for a successful search.

Sincerely,

Raymond Kusisto  
Executive Director & CEO  
Orthopaedics Northeast (ONE)

*Orthopaedic Services*

Arthroscopy  
Foot/Ankle Surgery  
Fracture Treatment  
Hand Surgery  
Knee Ligament Surgery  
Microvascular Surgery  
Scoliosis Treatment  
Shoulder Surgery  
Spinal Deformity  
Spinal Surgery  
Sports Medicine  
Total Joint Replacement  
Trauma Surgery

William B. LaSalle, MD  
William H. Couch, MD  
Gregory A. Hoffman, MD  
Scott D. Karr, MD  
Alan W. McGee, MD  
William J. Berghoff, MD  
John C. Pritchard, MD  
Michael D. Lee, MD  
L. Dean Jansen, MD  
David A. Goertzen, MD  
John I. Williams, MD  
Stephen A. Wright, MD  
Hugh P. Bogumill, MD  
Jeffrey L. Harris, MD  
Ward P. Hamlet, MD  
Steven G. Wynder, MD

*Physiatry Services*

Physical Medicine & Rehabilitation  
Electromyography Studies (EMG)  
Nerve Conduction Studies  
Epidural & Spine Injections

Mark V. Reecer, MD  
Bryan D. Kaplansky, MD  
Boris M. Terebuh, MD  
Patrick T. Boylan, MD

*Anesthesiology*

Richard M. Johnston II, MD  
Robert O. Wuthrich, MD

*Podiatry*

Michael C. McManus, DPM

*Executive Director & CEO*

Raymond Kusisto

*Physician Office Locations*

Northeast Fort Wayne (219) 484-8551  
Southwest Fort Wayne (219) 459-0917  
Dupont Road Fort Wayne (219) 484-8551

Warsaw (219) 269-8301  
Angola (219) 665-7690  
Huntington (219) 355-3110

Bluffton (800) 756-2663, ext. 6103  
Columbia City (219) 248-9000, ext. 89011  
Decatur (219) 724-2145, ext. 4435  
LaGrange (219) 463-2143, ext. 6633  
North Manchester (219) 982-1994  
Wabash (219) 563-3131, ext. 202