



**HEALDSBURG  
DISTRICT HOSPITAL**

*Bringing Health*

October 10, 2018

To Whom It May Concern,

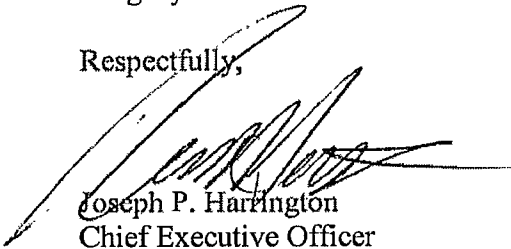
We have enjoyed a working relationship with Bell's Ambulance Service for nearly 65 years. Pamela Bell, the current CEO for Bell's, has worked hard to assist our hospital's survival during some very difficult years. They have not only been strong supporters, but have participated on our committees, fundraisers, marketing and many other projects. Their dedication to our hospital has most often been reflected in the patient care they provide to our community.

Bell's is operating under a Memorandum of Understanding (MOU) that gives them first rights of refusal for all transfers from our hospital. They have lived up to this agreement and exceeded in many ways. Our patients are treated professionally and with a high level of medical care. We occasionally have patients that do not have the means to pay for a transfer for a procedure that is not provided at our facility and Bell's has accommodated the patient's medical needs first rather than their ability to pay.

Bell's has met with our staff to improve relations, improve payer rules (insurance, etc.), and improve relations in many other areas. They also meet quarterly to discuss patient care issues with our emergency department. In short, Bell's owners and representatives have worked hard to help our hospital and most importantly our patients. They work closely with us to ensure excellent patient care standards are met. They are also often involved with committees to improve patient care and at times act as our eyes and ears for the community because of their close contact with patient emergencies as well as offer their perspective in the EMS community.

We support Bell's Ambulance Service and hope to maintain our relationship into the future. We believe they should be awarded a contract to continue medical care and transport for patients in our community as they have done so for over 60 years. Bell's Ambulance owners live in our community and are active in our community; they have many years of proven service and integrity and should be well documented. We support their effort to continue their service here.

Respectfully,

  
Joseph P. Harrington  
Chief Executive Officer  
Healdsburg District Hospital

**NSCHD**

North Sonoma County Healthcare District