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To whom it may concern:

For the twenty one years prior to my retirement in July of 2010, I served as the President and Chief Executive Officer of the East Liverpool City Hospital and related companies in East Liverpool, Ohio. One of my key duties involved making sure that I had the proper talent in key positions to accomplish the mission of the organization. That is where my association with Lou Masterson fit so well.

I first met Lou in the early 1990's when he was recommended by my now deceased Chief Human Resources Officer. Over the next many years, Lou helped fill the senior administrative positions at the hospital and advise me on selection processes. This helped to take a struggling two hundred bed hospital to the position of having an A- rating by Standard and Poor's.

When I or my staff called upon Lou for help with a vacant position, he started by talking to as many of us as possible to identify the key traits and experience that would make for an extension of a differentiated but cohesive team. Then he would review the specifications with us all and amend them if necessary. This was a key factor in success and he would not move to the next step until there was sufficient buy in from me and my staff.

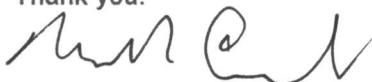
After identifying candidates for the position, he would do extensive interviewing with each level of candidates and report his findings back to us. He would use many tests for the candidates and we often joked that we would have Lou test one of us again as a punishment. The tests paid off though for us, because by the time we interviewed the candidate, we got to pick the "best" fit for the job and did not waste our time with unqualified candidates.

Lou was also instrumental in helping us craft offers and closing the deal. He would advise as to how we could present what we had to offer to make it more appealing to the final candidate. He then mediated between us if there were snags. He also followed up repeatedly after the placement to assure that both our expectations and those of the candidate were fulfilled.

A couple of times we were unable to find qualified candidates to meet our expectations who were willing to accept what we had to offer. This is when Lou really showed his worth. He came up with innovative ways to get the job done with less than a placement. In one instance, he identified an internal candidate that was lacking in experience but had the raw materials. He helped us design a course of action and education over a period of a year to fully qualify that candidate. This promoted a loyal employee and showed that we were truly interested in developing from within.

Finally, Lou looks at an assignment as the start of a relationship. That is why we came to trust him and to think of him first whenever we had a need in senior administration. I would highly recommend Lou Masterson based on my experience and his integrity.

Thank you.



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