



Dear Patient,

Thank you for entrusting our staff with the opportunity to provide your care. We are consistently looking for ways to improve our patients' experiences and would like to know how well you've been treated. To help us review our processes, know what we've done well, and identify areas of improvement, we need to hear from our patients.

In the near future, you may receive a call for a patient experience survey. So that we can ensure patient privacy and trust, we have contracted with an independent research firm, **Arbor Associates in Petoskey, Michigan**, to conduct the survey on our behalf. While our staff does their utmost to provide the best experience, we want to know if there are opportunities for us to make it even better.

We hope you'll take the opportunity to discuss your experience with Arbor Associates. Should they contact you by phone, their number will display as **231-347-7110**.

Thank you for helping us improve health care for everyone we serve.

Sincerely,

A handwritten signature in black ink, appearing to be 'Len Lacefield', is written above the printed name.

Len Lacefield
CEO