



CONCENTRA
HEALTH SERVICES, INC.

February 13, 2004

Doug,

Please allow me to share some thoughts with you regarding your contributions to our 2004 sales meeting. First, let me express my gratitude to you for the flexibility in your scheduling, given the challenges we presented. Your willingness to be flexible and beyond fair is a personal reflection of the messages you deliver on integrity and honesty - You practice what you preach!!!!

Your keynote address on Wednesday was right on the mark and set the tone for a very successful meeting. Thanks for incorporating our themes in your presentation in such a way that made it easy for us to deliver our message for the remainder of the meeting. It must be rewarding to you when 3 years have past since the last time you were in front of the group, yet you had 100% participation in the WOO clap as your introduction. I don't think you had to ask "O.K., who remembers this ?" This is proof positive that your message is one that stands the test of time.

Your willingness to put yourself at risk with such a personal message is a tribute to your energy, enthusiasm and integrity - you Walk the Walk. The best thing about you is your ability to make these character traits contagious for your audience. The Concentra sales force has a love affair with Doug Hanson ! No less than 50 people sought me out to express their gratitude for having you back.

Thanks again and mark you calendar for 2005 because you will be back!

Jay B. Blakey
SVP Sales