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To Whom It May Concern:

Charles Wohlforth has been my strong and sophisticated collaborator on a forthcoming book about population health and the COVID-19 crisis. In fact, his work has been strong enough that we became co-authors instead of working in the roles of author and hired writer, as I have done in previous books. Charles brings new ideas, perceptive questions, and a sense of how to shape material and concepts into a powerful whole. Our book is not a simple endeavor. We are writing for both medical/technical audiences and for the general public, translating important lessons about the health care system through the lens of the pandemic. Charles immediately grasped and enhanced this concept, expressed it expertly in a proposal, and began doing broad research to back up the ideas we discussed. I've greatly enjoyed the many one-on-one sessions in which we worked together, and I have felt entirely confident introducing Charles to some of the nation's most important health care leaders. As he interviews them, I know he will represent me and our project well. I would wholeheartedly recommend Charles as a collaborator for leaders in health care, science, business or politics who want to work with a peer to hone ideas, stories, and legacies into top-tier literature.

If you have any questions, please do not hesitate to reach out to me.

Best regards,

A handwritten signature in black ink that reads 'David Nash'. The signature is fluid and cursive, with a large initial 'D'.

David B. Nash, MD, MBA