



January 25, 2021

Dear Mr. Williams,

First and foremost, I would like to share my excitement for the possibility of working with Lake Shore Hospital. Thank you for the opportunity to submit a final proposal, and I hope that this letter provides you everything you need to move forward with this proposal. Together, Ace Medical and Lake Shore Hospital, share a common goal of not only servicing the community, but also being economically self-sufficient and bringing returns for all involved parties.

After spending some time analyzing the current state of the hospital, there are a few steps that are imperative to getting the hospital back up and running. Most important on this list is applying for the license of the hospital; however, because this can take up to a year, my team plans on setting up a clinic so that revenue can start to come in. Initial clinics will include the following services: primary care, psychiatry, addiction management, and cardiology. Based on the patient volume that comes in for cardiology, a cardiac catheterization lab can simultaneously be opened. Along with initial clinic services, a supplemental diagnostic laboratory and pharmacy will be opened on site. As the hospital continues to grow, we can continue to add services including pain, nephrology, maternity, mental health counseling, maternity, and pediatrics.

Based on my experience with the industry, the above steps will make it so that Lake Shore Hospital is ready to thrive. I have a team of providers that are willing to work with my team and management, once we have a plan in place.

Along with my plan, there are a few steps that the trustees can take which would help catalyze

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the success of the hospital. These include keeping the building and hospital equipment in good working condition, helping the hospital management in receiving local and state grants, and utilize their network to seek out county or state support and find any other resources that can be brought to the table.

I firmly believe that Lake Shore Hospital did not fail due to a lack of revenue, but instead from a lack of a strong team and management structure coupled with extremely high overhead expenses. My track record speaks for itself and shows that my expertise is centered around being lean with expenses and having extremely effective management.

I thank you again for your time, and I look forward to what the future holds for us. Please give me a call if you have any questions or clarifications about any of the things that I have aforementioned.

Best,

Madhukar Sharma

CEO, Ace Medical

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