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No letterhead

Lake Shore Hospital Authority
259 NE Franklin St
Lake City, Florida 32055

No date

Hope Bridges LLC is thankful to the Lake Shore Hospital Authority for allowing us the opportunity to meet their objectives and vision. After meeting with the Hospital Authority and fully grasping the goals for the location, we found it necessary to proceed with a company best suited to meet every requirement. Hope Bridges LLC is a consortium of professionals hand-selected to meet the objectives and mission of the Lake Shore Hospital Authority. We have been conducting extensive research on the physical plant in order to find the most efficient and cost-effective methods to resume operations. Upon review of the Health Improvement Plan, we will ensure the goals of each strategic priority are completely met.

Hope Bridges LLC is willing to relocate its corporate headquarters to the physical address of the Hospital Authority to establish a constant local presence and become fully involved within the community. We have secured the commitments of several companies and organizations so that we may be fully equipped to meet the needs of our community. In addition to an entity committed to reestablishing a hospital presence, Haven Detox, Land Developers Consortium, River Region, First Coast Community Development, and Dr. Michael White (of Lake City Hospital) are examples of those who are committed to ensuring that all of our endeavors are successful. We are also reaching out to the local Department of Health in addition to local civic and religious organizations to solidify our standing in the community. Hope Bridges LLC is excited to partner with as well as employ members of the local community. All of our partners have agreed to give hiring priority to the local pool of applicants.

Executive Summary

Lake Shore Hospital Authority (LSHA) is left to maintain a vacant healthcare campus without the receipt of any associated revenue. The community is facing challenges at pertains to access and affordability to health care related services. By entering into a JV with Hope Bridges LLC (Hope Bridges) that allows Hope Bridges to acquire and utilize:

Building 2: Main Hospital Building

Our proposal for the Main Hospital Building is to house: 1) Substance Use Disorder ("SUD") treatment at the residential and detox levels of care. These levels of care are for patients who require medically-assisted detoxification services, along with transitional services. Patients' typical stay will be from 5-30 days, at which point patients will be transferred to lower levels of care at facilities of the patients' choosing. 2) Mental Health treatment facility for intense inpatient treatment and therapies, group therapy and acute episodic events where we can receive patients from hospital emergency rooms or correctional facilities. 3) Veteran Resource Programs pertaining to mental health/PTSD, suicide prevention, SUD and housing challenges that are unique to this group who have sacrificed in service of our country.

Building 7: Physical Therapy Building

Our proposal for the Physical Therapy Building is to house: 1) a dialysis clinic. In our dialysis facility, United Dialysis Center, we perform dialysis services for cash pay, Medicare, Medicaid, and private insurance payers. 2) Out-patient rehabilitation therapy program (speech, occupational therapy, physical therapy) 3) Educational Programs to support our internship, externship, fellowship and other clinical or ancillary training programs. We would also collaborate with related community educational partners to allow them assess and utilization of these training facilities. 4) Home Health related services.

Building 8: Medical Plaza

Our proposal for the Medical Plaza is to house: 1) A Federally Qualified Healthcare Center ("FQHC") modeled clinic. The clinic would serve the underserved populations of Columbia and surrounding areas. This would include patients who are pregnant or may become pregnant, at high risk of contracting or spreading HIV, STD, hepatitis, and tuberculosis. We would have a specific interest in providing urgent and primary care for patients facing access due to cost, transportation or other logistical barriers. 2) Dental Care to provide preventive and basic dental care. 3) Health and Wellbeing services to promote a healthy lifestyle through education and risk reduction strategies.

Hope Bridges will be able to efficiently and effectively utilize the facilities in order to meet the diverse needs of the community particularly those marginalized and lacking access to affordable housing, medical, dental, vision, wellness and mental health

services. Additionally, we will offer employment opportunities to local citizens further increasing the economic impact of this venture.

Background and Approach

Hope Bridges is a healthcare management company specializing primarily in management and operation of substance use disorder ("SUD") and mental health treatment facilities. Hope Bridges has recently partnered/contracted with a diverse team of experts (many of which are veterans, women or other under represented minorities) This team possesses deep experience in the following areas to include but not limited to:

- Primary, urgent and acute care services and operations
- Dental clinic services and operations
- Veteran Resource and Supportive Service Operations
- Reduction in health care and related verticals disparities as it pertains to access or provision of services
- Health and Well-being program development, deployment and operations
- Developing and fostering coalitions/partnerships with Community Based Organizations
- Establishing internship, externship, fellowship and other educational/job related training programs

Prior to becoming involved in healthcare management, Hope Bridges, its affiliates and subsidiaries operated laboratories, dialysis centers, pharmacies, SUD and mental health facilities. With a strong background in direct and indirect provision of services, we have built a health management company that is capable of managing and operating virtually any size healthcare facility. Hope Bridges is always looking for new opportunities to expand its capabilities, and thus we have determined we can be a quality partner with LSHA. It should be noted that Hope Bridges financial position is extremely strong and has ready access financial, people and technology resources to rapidly scale or innovate endeavors it may become involved through acquisition/JV or other type of business arrangement.

We are confident we can partner with LSHA and other community, state and national agencies to develop and implement plans to address and solve disparities in health care and veteran resources, create better more timely affordable access to mental health, dental, urgent care, therapeutic and supportive services thereby creating a healthier community We will accomplish this in part through the following high level efforts:

- Offer urgent and primary care, preventive services, and referral options at no charge to uninsured adults through our clinic. *(Our primary and urgent care services enable patients to receive care for pressing medical concerns without an expensive trip to the emergency room. In addition to keeping community members healthy, our center will also relieve the burden on emergency room personnel, leaving them to concentrate on the most dire medical cases.)*
- Offer basic dental care services on a sliding fee scale
- Partner with local, regional and state educational institutions to acquaint medical, dental, nursing (to include advance nursing practice), pharmacy, physician assistant, speech, occupational and physical therapy and health care administration students early in their training to the nuances of providing culturally competent patient care to an ever evolving population.
- Foster inter-professional cooperation of students, health care professionals, and members of the community in addressing and resolving health care disparities.
- Understand community health care needs through service to the underserved.
- Provide the full range of supportive services to veterans (housing, substance abuse treatment, mental health).
- Provide training and employment opportunities for underserved and economically disadvantaged citizens.
- Collaborate with local, state and national governmental agencies and community based organizations to enhance the provision and expansion of services to reduce health care disparities.
- Promote healthy living and health lifestyles through physical, wellness and nutritional programs and access to healthy affordable food.

Through the provision of the following services and/or programs

- Primary and Urgent Care
- Dental Care
- Mental Health
- Dietary
- Veterans care (housing, medical and subsequent abuse prevention)
- Patient Education
- Women's Health
- Immunization and Vaccine related programs and services
- Credit Education
- Tobacco and Smoking Cessation Programs

- Housing Assistance and Education
- Referrals
- Suicide and Violence Prevention

Capital and Operating funding and Service Projections

Currently LSHA is spending approximately \$84K per month to maintain the vacant campus out of a \$22M operating fund. Hope Bridges's initial research and experience forecasts that an approximate \$10.5M an initial capital infusion is required to help remediate the campus for the provision of new services, recruit, train, orient and onboard staff in addition to infrastructure modifications, repairs and equipment. As well as implement the needed Information technology systems (clinical, financial, people, facility maintenance).

Hope Bridges will further develop relationships with granting organizations and other revenue producing services to eliminate any future subsidies from LSHA in order to maintain operations. Creating these collaborative partnerships will ensure sustainability for the property and the healthcare management organization prior to 2027.

Currently LSHA is serving the needs of approximately 38 clients monthly. Haven is confident that based upon clearly identified needs, in year one, we will able to grow this number to 1,000 encounters monthly by enhancing existing services and the addition of new services to include telemedicine and tele-therapy. These numbers are forecasted to increase each year and by year five project to have 5,000 monthly encounters. Through our collaborative efforts we can supplement and help reduce the strain placed on emergency rooms, community social services organizations and the correctional care system by preventive or early intervention efforts.

To ensure we are meeting the needs and providing compassionate, competent, high quality services, we will work with LSHA and other key stake holders to develop and measure key performance indicators to include client and community perception data.