

**Response to
Request for Proposal
regarding the proposed
transaction with
DeSoto County Health
District**

ATTENTION:

Vincent A. Sica, CEO
DeSoto Memorial Hospital
900 N. Robert Ave.
Arcadia, FL 34266



Desoto Memorial Hospital

Proposal for Integrated & Comprehensive Hospital Partnership

October 1, 2025

Submitted to:

Desoto County Hospital District



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Dear Mr. Sica,

We are sincerely grateful for the opportunity to be considered as your strategic partner. Aletheia Health Partners was formed with the singular goal of ensuring that rural, independent hospitals have access to resources and networks to allow them to survive and thrive while maintaining their autonomy. Founded by Michael Azzolin, a pharmacist with a passion for rural health care and a drive for innovation, we are proud of what Aletheia does for rural hospitals that are vital to the health of local communities and our nation.

Our passion for rural healthcare and firsthand understanding of its challenges—from improving AR days to stabilizing leadership and expanding services — is what sets us apart. Our “3 P’s” approach keeps our efforts focused on what matters to the sustainability of the hospital: **Patients, People, and Property**. Gaining the trust of your local **Patients**, and keeping high quality patient care at the forefront of your mission is critical to the viability of rural hospitals. Taking care of your **People** – from providers to nurses to administration to dietary – is what maintains excellence. It goes beyond competitive wages and benefits. We believe and implement a culture of compassion, care, and humility from the top down. In relation to **Property**, we believe that rural hospitals should have the opportunities and resources to make capital improvements to continually improve the services provided to their community.

For historical context, Aletheia Health Partners was formed as a direct bi-product of the success of PharmD on Demand, our integrated pharmacy services affiliate. Formed in 2006 by the same leadership and owners, with the goal of expanding resources for pharmacy teams and prioritizing patient care, PharmD on Demand now serves over 40 hospitals nationwide. The owners and leadership of both Aletheia and PharmD on Demand subscribe to the following pillars – patient care, advocacy, and innovation – and these are at the forefront of everything we do and set the tone for our approach to serving our clients. Aletheia Health Partners is backed by skilled team members, offering over 100 combined years of rural hospital experience in executive leadership, financial operations, revenue cycle, human resources, pharmacy, and data analytics.

Aletheia Health Partners is proposing an Integrated and Comprehensive Hospital Partnership with DeSoto County Hospital District, in alignment with Option 4 - Partnership in the formal Request For Proposal (RFP). Our proposals include facilitating a Master Plan analysis on behalf of the District for the purpose of assessing the need for capital investment in the hospital. Furthermore, we will be presenting two options of a Partnership. As such, it is our interpretation that the questions and requirements related solely to the other options will not pertain to our response to the RFP.

Please let this serve as our non-binding Letter of Intent to partner with DeSoto County Hospital District. Thank you for considering Aletheia Health Partners. We look forward to helping you thrive.



Michael Azzolin, CEO



About Aletheia

Our Results, Our Mission,
Our People



Our Results

You have the arduous task of reading through multiple RFP responses, each with a story of what makes the respondent different. We felt it best to **show you** some real examples of how we have made an **impactful difference** in rural hospitals.



Just two years ago, Washington County Regional Medical Center (WCRMC), a 56-bed hospital in Sandersville, Ga., population 5,831, was on life support. Facing multi-million-dollar annual operational losses, it seemed unlikely that WCRMC could survive.

Read more here:

<https://aletheiahp.com/a-rural-hospital-defies-the-odds-and-turns-around-in-24-months/>



Monroe County Hospital is a 25-bed CAH located in Forsyth, Ga. They partnered with Aletheia Health Partners to help address their challenges and find the best ways to move the hospital forward. Aletheia's data analysis team got to work studying the numbers to gain clarity on what had been happening in many areas of the hospital, including the swing bed program.

Read more here:

<https://aletheiahp.com/swing-bed-program-improvements-lead-to-healthy-returns/>



Becker's Hospital Review released its 2025 list of 100 Great Community Hospitals, highlighting facilities that deliver exceptional care and community impact. Among the four Georgia hospitals selected are Monroe County Hospital and Washington County Regional Medical Center, both managed by Aletheia Health Partners.

Read more here:

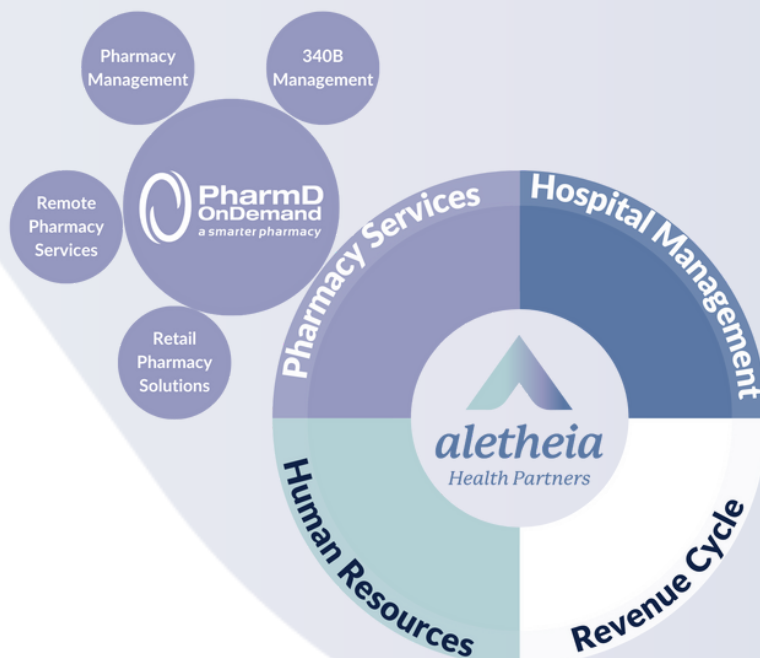
<https://aletheiahp.com/two-aletheia-managed-hospitals-named-to-beckers-100-great-community-hospitals-list/>

Our Approach

aletheia, *noun* : an absolute truth

Aletheia aims to expose the absolute truth of how operations are being performed and what results they are producing through in-depth, comprehensive analyses.

Our goal is to provide healthcare institutions a transparent lens into their operations and provide clear direction to make improvements and increase positive outcomes.





Our People

Executive Leadership



Michael Azzolin, PharmD, MBA
Co-founder and CEO



Andy Barrs
Co-founder and President



Kerry Trapnell
Chief Administrative Officer



Cory Swymer, PharmD
Chief Information Officer



Lori McGinley, PharmD
Chief Operating Officer
of *PharmD on Demand*

Our People

Administrative Team



Lindsay Ayers, SHRM-CP
VP of Human Resources



Davey Legendre, PharmD
VP of Pharmacy Management
PharmD on Demand



Jackson Dove, PharmD
VP of Remote Pharmacy Services
PharmD on Demand



Matthew Wright, 340B ACE
340B Account Manager
PharmD on Demand



Pam Stewart, RN, MBA, LNHA
Hospital CEO
Washington Co. Reg. Med. Center



Casey Fleckenstein, BSN, RN
Hospital Administrator, CNO
Monroe County Hospital



Kiely Donaldson
Finance Director



Abby Summers
Marketing Director

Michael Azzolin, Chief Executive Officer



Michael Azzolin is the co-founder and Chief Executive Officer of Aletheia Health Partners. His vision and commitment have remained focused on healthcare for nearly 30 years, beginning with his decision to pursue pharmacy studies as an undergraduate. After earning his Doctor of Pharmacy degree from The University of Georgia in 2002, he went on to pursue an MBA in Organizational Leadership from Piedmont University, graduating in 2005.

After a short stint in retail pharmacy, Michael served as a Director of Pharmacy at a rural hospital in north Georgia. He found himself frequently logging in and checking orders after hours, recognizing the need for cost effective 24-hour pharmacy services for rural hospitals. In 2006, he co-founded PharmD on Demand. Under his leadership, PharmD on Demand has grown and thrived, earning The University of Georgia's Bulldog 100 Award nine times since 2014, an accolade recognizing the fastest growing businesses owned by UGA alumni. Michael's commitment to excellence and strengthening healthcare extends beyond his company; he has been an active member of the Georgia Pharmacy Association (GPhA) since 2010, serving on the Executive Board in 2016 and 2017. In 2020, Michael was appointed to the Georgia Board of Pharmacy by Governor Brian Kemp, serving as the president of the board in 2023, and presently as an active member at the pleasure of the Governor.

Michael is deeply invested in his community. He is a member of Briarwood Baptist Church in his small town of Watkinsville, Ga. where he currently serves as a Deacon, and has served on the board of Chosen for Life, a non-profit organization that supports foster and adoptive families. Azzolin and his wife Stephanie have five children and enjoy spending as much time outdoors as possible with them.

Kerry Trapnell, Chief Administrative Officer



Kerry is the Chief Administrative Officer for Aletheia Health Partners. He has over 25 years of rural healthcare experience in various leadership roles such as CEO, CFO and Consultant. These roles have occurred in Critical Access, Acute Care, and Post-Acute Care hospitals. His focus has centered around financial turnarounds through service growth and revenue generation, to keep much needed healthcare in rural communities.

As the CAO of Aletheia, Kerry works closely with the executive leadership teams and Board members at each facility. He guides the facility towards a healthy culture of transparency and servant leadership through focusing on the “three P’s”: Patients, People and Property.

Kerry was the first CEO in Georgia to transition a rural hospital from PPS to Critical Access in over two decades. His past work has brought recognition including CEO of the Year and Hospital of the Year, as well as Georgia’s Community Star from the National Organization of State Offices of Rural Health. His hospitals have also won several awards for patient quality including Top 10% in the nation for Patient Outcomes on numerous occasions.

Kerry is married to Angela, has two kids in college and 4 awesome dogs! In his spare time, he works with several charitable organizations and professional athletes raising money for causes such as mental health awareness, education, first responders and faith.

Kerry is also an award winning CEO, which can be read about in the NRHD article: [National Rural Health Day Community Star: Page 17](#).



Proposal for Integrated and Comprehensive Hospital Partnership

RFP Responses

A. If the proposal structure is a purchase, lease, or other transaction/arrangement, please include the following information in addition to the other requirements set forth herein:

- a. Confirmation that the proposed transaction includes all of the facilities and assets owned by the Owner;
 - i. *Due to the nature of our proposal for a partnership, we believe that this element is not applicable to our proposal.*
- b. The proposed purchase price for the acquired assets, or the lump sum lease payment of a lease;
 - i. *Due to the nature of our proposal for a partnership, we believe that this element is not applicable to our proposal.*
- c. Assumption of all liabilities;
 - i. *Due to the nature of our proposal for a partnership, we believe that this element is not applicable to our proposal.*
- d. Expected post-closing adjustments to the purchase or lease payment; and
 - i. *Due to the nature of our proposal for a partnership, we believe that this element is not applicable to our proposal.*
- e. Other post-closing financial commitments.
 - i. *Due to the nature of our proposal for a partnership, we believe that this element is not applicable to our proposal.*

B. If the transaction involves a lease, please provide the major terms of such lease, including the following:

- a. Term;
 - i. *Due to the nature of our proposal for a partnership, an explanation of a lease Term is not applicable.*
- b. Lease payment schedule;
 - i. *Due to the nature of our proposal for a partnership, a lease payment schedule is not applicable to our proposal.*
- c. Renewal options;
 - i. *Due to the nature of our proposal for a partnership, we believe that this element is not applicable to our proposal.*
- d. Other key terms; and
 - i. *Due to the nature of our proposal for a partnership, we believe that this element is not applicable to our proposal.*
- e. Governance structure.
 - i. *Due to the nature of our proposal for a partnership, we believe that this element is not applicable to our proposal.*

C. If the transaction is a joint venture, affiliation or partnership please include the following:

a. Governance Structure

- i. Aletheia Health Partners is proposing two partnership model options, each with their own Governance Structure. The order of the proposed structures is determined by what we believe to be the most appropriate and effective Governance Structure with regard to the type of partnership selected by the District. The proposed structures as they correspond to the partnership models can be found in Exhibit 1.*

b. Ownership percentages for each party as of closing;

- i. The partnership proposed by Aletheia Health Partners includes no proposed changes to ownership structure. The Desoto County Hospital District would retain ownership of the hospital.*

c. Management Arrangement and Related Fees;

- i. Aletheia Health Partners is proposing two options for management of DeSoto Memorial Hospital. Details regarding each option are outlined in Exhibit 2.*

d. Reserve powers for each party;

- i. The partnership structure proposed by Aletheia Health Partners would not present the necessity for any defined reserve powers.*

e. How future cash distributions and capital expenditures will be calculated and handled.

- i. The partnership structure proposed by Aletheia Health Partners would not present the necessity for any defined calculations and processes for cash distributions and capital expenditures.*



Information Regarding Prospective Bidder

Aletheia Health Partners, Inc.

A. The identity of the Respondent

- a. *The Respondent for this proposed partnership is Aletheia Health Partners, Inc. Aletheia is a comprehensive hospital management and resource firm, offering integrated, tailored support solutions to rural hospitals. Our mission is to help rural hospitals survive the many challenges in the healthcare landscape, and take steps toward growth and sustainability. We exist to support a continuity of operations in healthcare entities as they navigate leadership and workforce turnover, while still allowing them to maintain their autonomy as an independent institution. Aletheia Health Partners was founded with a goal of improving patient care by protecting the autonomy and financial health of rural hospitals. Such healthcare institutions are integral to the communities they serve and it is the primary goal of Aletheia to keep these hospitals open and thriving. We value each and every partner we have the opportunity to serve, and have provided letters of recommendation and references in Exhibit 3.*

B. A description of the Respondent's existing healthcare operations and facilities, including in particular those in Florida.

- a. *Aletheia and our affiliate company, PharmD On Demand, currently work with rural hospitals in 11 states. Collectively we service over 40 hospitals nation-wide with over 250 employees. This work is primarily in the Southeastern United States, with Georgia being the home of the majority of our clients. We have one pharmacy management client in the state of Florida.*
- b. *As Aletheia continues to grow in Georgia and expand into other states, the Hospital will see benefits from our current experience along with the new growth. The Hospital will be a part of Aletheia's network of rural hospitals and have the ability to collaborate with other hospital leaders. This collaboration allows the sharing of ideas, data comparisons, and even resources.*
- c. *Although Aletheia does not currently manage any hospitals in Florida, we commit to maintaining compliance with all Florida laws and regulations, just as we do in the other states we operate. Since we serve clients in multiple states in various capacities, it is incumbent upon us to invest heavily in human resources and regulatory compliance and we remain committed to maintaining that investment for all of our partnerships.*

C. A description of how the respondent intends to maintain and expand access to healthcare services in DeSoto County, including the provision of indigent care:

- a. *Aletheia invests heavily on data analytics and allows this to guide decision making throughout the operations of our hospitals. We will use that data to best analyze the different services that local patients are utilizing both inside, as well as outside, the community. Aletheia will dig deeper into that data and analyze financial impacts of that outmigration compared to adding or growing that service line at DeSoto. We will utilize existing resources to invest into infrastructure and service lines that are needed in the community. We will build relationships with local physicians to increase referrals to reduce outmigration. Aletheia also has an internal marketing team that will assist in marketing the hospital's services to the surrounding communities. This has been very successful in our other hospitals by "telling our story" locally and beyond.*
- b. *In the partnership models that we are proposing, our experience shows that it is very critical that the Hospital maintain its autonomy and continue to be seen as the community's hospital. Change can always be seen as difficult and add "unknowns" to the sustainability of the hospital. Buy-in from leadership is crucial, but we know that must be earned. Aletheia stresses transparency internally to our providers and staff, but also externally to all community stakeholders. We listen to all involved and work closely with the community to ensure the Hospital is successful and sustainable.*
- c. *Aletheia solely works in rural, underserved communities. We understand the issues that rural hospitals deal with on a daily basis. We focus on service growth, recruitment of staff and providers and investment in the physical assets of the Hospital. We work closely with the community to ensure the Hospital provides the necessary services for the underserved that may not be able to travel out of town for their healthcare needs.*
- d. *Aletheia closely follows the charity care and bad debt policies and programs that already exist in our hospitals. Our revenue cycle division works with multiple rural hospitals and will review the Hospital's current policies. We will offer suggested changes if applicable.*

D. A description of how the respondent intends to maintain and enhance the long term financial viability of the Hospital (and its physicians)

a. Please describe your financial and operations strength, including:

- i. Due to the nature of our proposal for a partnership, we believe that this element is not applicable to our proposal.*
- ii. Due to the nature of our proposal for a partnership, we believe that this element is not applicable to our proposal.*

b. Please provide a copy of the following financial statements:

- i. Due to the nature of our proposal for a partnership, we believe that audited financial statements are not relevant to the viability of our proposal, however historical financial information regarding Aletheia Health Partners can be made available upon request.*
- ii. Due to the nature of our proposal for a partnership, we believe that audited financial statements are not relevant to the viability of our proposal, however historical financial information regarding Aletheia Health Partners can be made available upon request.*

E. A description of how the respondent intends to make needed investments in people, facilities and technology

- a. In an integrated hospital partnership that we are proposing, we invest heavily on what we call the “3 P’s: Patients, People and Property.” This investment comes in many forms. As part of our master plan for the Hospital, we will look to determine the short-term and long-term needs of the facility’s physical assets - building, equipment and technology. In order to fund needed improvements, there will be a focus on revenue growth, but also on expense management where applicable. We have also been successful in pursuing grants for equipment needs and new services. For People, that investment will be in areas such as Leadership development, Departmental education, and culture improvements. We want staff and providers to “want” to work at the Hospital.*

- b. *Aletheia will work closely with Hospital leadership and the District to determine the investment needs of the facility. We have performed master plans at other rural hospitals that help guide us all towards a common goal of improving the healthcare in the community. Although we do not define a certain percentage of cash flow to be used for reinvestment, again, we work closely with the District on determining that budget and adapting over time as situations change.*

F. A description of how the respondent intends to recruit and retain physicians in the community.

- a. *Aletheia focuses on data analytics to ensure the hospital is holding existing providers accountable to Hospital goals around volumes and quality outcomes. Transparency with the medical staff is very important. We rely heavily on the medical staff to guide the clinical care for the community served. We use the data to support the medical staff in this area. We report hospital metrics and updates to the medical staff routinely. Our desire is to have the medical staff fully involved in the direction of the Hospital.*
- b. *Physician integration comes in different models for PPS hospitals such as DeSoto, and Aletheia is committed to understanding the local landscape with regard to provider relations. We have seen firsthand that what works in one community may not work in others. We would meet with employed and independent providers in the community to better understand what is working now or not working, and deploy collaborative efforts to optimize care for the community. Aletheia is experienced with employing providers, partnering with providers and simply renting space to independent providers, as well as adding specialist providers through telemedicine to expand care to the local community. Our goal is to grow services and revenue while not adding unnecessary expenses or hardship on the hospital's finances.*
- c. *Aletheia will work closely with the current medical staff and review data to help determine the recruitment needs of the facility. We focus on making the Hospital's culture open to working closely with physicians so that they are seen as an integral part of the hospital's success. Aletheia has been successful in recruiting providers to rural communities including orthopedic surgeons, GI surgeons, Emergency Providers and even Pediatricians.*
- d. *Aletheia uses data to strengthen relationships with both community-based and employed physician practices. Routine reviews of this data are imperative to*

ensuring providers and hospital leadership are collaborating on the needs of the community. Using data, we have been able to turn around practices, close practices that are under performing and even purchase practices when it is logical and aligns with the hospital's future sustainability.

G. A description of how the respondent intends to maintain support of the local economy

- a. *Aletheia Health Partners believes that rural hospitals are vital institutions within their local and surrounding communities. As such, we would ensure that healthy and strong relationships are formed with city and county officials to create consistent and transparent communication regarding hospital efforts, growth, needs and collaboration opportunities, and value provided to the local community by the hospital. Additionally, Aletheia will assess and implement ways to grow and enhance services to ensure new industries and employers feel confident in the safety and care available to their workforce. We believe in keeping local talent local, therefore we will work to ensure the hospital offers competitive employment opportunities. Aletheia sees the hospital as an investor in the community in which they serve, meaning that time and resources will be strategically and appropriately allocated to:*
 - i. *Community health education through local schools and community organizations;*
 - ii. *Health profession promotion such as school collaboration and career fairs;*
 - iii. *Community event participation and sponsorship to be a recognizable and trusted institution within the community; and*
 - iv. *Volunteering and service opportunities to expand the reach of health education, awareness of hospital services, and foster relationships within the community.*
- b. *Aletheia is committed to the success of rural hospitals. We understand how important such institutions are to the communities they serve, both for the healthcare provided as well as to the economic well-being. Therefore, we know this commitment can't just be short-term in order for optimal growth and success to be achieved. Aletheia is only successful when the hospital is successful and*

our partnership must continue to grow over time. Succession planning is critical, and must be done thoroughly and with the growth and sustainability of the hospital in mind. This includes Executive Leadership, Departmental Leadership and Providers. As a team, Aletheia and the District must always be looking to the future and making decisions today that have a positive, lasting impact.

- c. Aletheia is committed to the independence and autonomy of rural hospitals and believes it is important for the local community to know, recognize, and trust the hospital as their local healthcare provider. As such, Aletheia takes a gentle and subtle approach to promoting our partnerships with the hospitals we serve – aiming to keep the spotlight on the hospital, while being transparent about who we are, what our mission is, and what the community can expect from our partnership with their local hospital. Aletheia will conduct market research to understand the current landscape and reception of the hospital both online and relationally, and use this as a guide for the tone and messaging regarding the partnership and future communications. Aletheia will work with the District to determine needs and desires for branding, and has experience helping hospitals with maintaining and enhancing their current brand, as well as implementing a full rebrand. Our goal is to use and optimize all mediums of communication to reach the local community, including but not limited to:*
 - i. Social media*
 - ii. Website*
 - iii. Print media (newspapers, billboards)*
 - iv. Signage*
 - v. Radio*

H. Liability

- a. Aletheia acknowledges that neither DeSoto County Hospital District, DeSoto Memorial Hospital nor its advisors will be liable to Aletheia for any damages or expenses of any kind or type, unless and until Aletheia is the selected Respondent and then, only to the extent set forth in the definitive agreement between the DeSoto County Hospital District and Aletheia.*



Exhibit 1

Governance Structure

Exhibit 1: Governance Structure

Partnership Option 1: Comprehensive Hospital Management



Partnership Option 2: Integrated Hospital Services Support

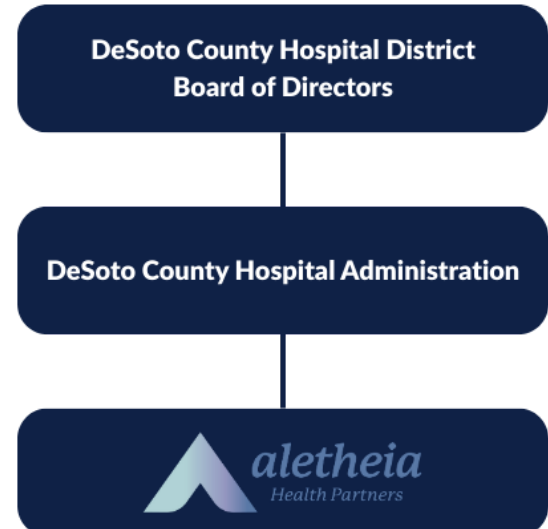




Exhibit 2

Management Arrangement and Related Fees

Exhibit 2: Management Arrangement and Related Fees

[See following attachments]

Services Proposal (Option 1):



9/29/2025

Customer Information:

DeSoto County Hospital District
Attn: Vincent A. Sica
900 N. Robert Ave.
Arcadia, FL 34266

Comprehensive Hospital Management

\$ / Month

Monthly Management Fee

\$ 25,000

- All Employee Costs assigned to DeSoto Memorial Hospital (DMH) are passed through at actual cost (Salary, Taxes and Benefits) plus 5% for time spent at the Hospital or performing services on behalf of the Hospital from Aletheia Health Partner's (Aletheia's) Headquarters.
- Comprehensive Hospital Management to include:
 - Unlimited Access to Aletheia's Data Analytics Platform customized with DMH's
 - Aletheia to provide a Full Time CEO and, when necessary, an interim CEO. Aletheia will also provide a full time or fractional CFO and COO as needed and requested
 - Aletheia welcome's DMH's current administrative team to serve these roles until they no longer wish to serve

\$ / Year

Quality and Performance Bonus

\$ 50,000

- The Quality and Performance Bonus will be paid in addition to the Base Management Fee and the Hospital and AHP will allocate the Bonus based on the Goal and Quality Metrics defined contractually prior to the beginning of the second year and each subsequent year of the Contract Term.

Michael Azzolin
Chief Executive Officer
1080 Experiment Station Road
Watkinsville, GA 30677

(c) 706-224-3881

michaela@aletheiahp.com

Services Proposal (Option 2):



9/29/2025

Customer Information:

DeSoto County Hospital District
Attn: Vincent A. Sica
900 N. Robert Ave.
Arcadia, FL 34266

Integrated Hospital Services (IHS) Support

\$ / Month

IHS Monthly Service Fee

\$ 15,000

- Aletheia will provide Integrated Hospital Support Services to DeSoto Memorial Hospital (DMH). HIS Support includes but is not limited to:
 - Customized Interactive Analytics platform with modules including but not limited to:
 - ICD 10 / DRG Chargemaster utilization analytics with decision support
 - ER visit analyst tool with decision making support
 - Revenue Cycle analytics tool with geographic marketing analytics
 - Unlimited access to administrative team support as directed by Hospital Administration
 - Includes access to regional Aletheia Hospital CEO / CFO
 - Travel costs reimbursed at cost by DMH
- DMH will have access to advisory access to Aletheia's departmental support divisions at the following discounted hourly rates:

Data Analyst Custom Report Creation	\$ 280
Pharmacy Consulting Support	\$ 280
RCM Consulting Support	\$ 150
HR Consulting Support	\$ 125

Michael Azzolin
Chief Executive Officer
1080 Experiment Station Road
Watkinsville, GA 30677

(c) 706-224-3881

michaela@aletheiahp.com



Exhibit 3

References and Letters of Recommendation

Exhibit 3: Reference Letters & List of References



Jim Croome
Washington County Regional Medical Center
WCRMC Authority Chairman

To Whom It May Concern,

In 2015-2016, the county commissioners became aware that the local hospital was in financial trouble. The hospital authority had been a self-appointed board, independent from the county commissioners. However, when a cash flow crisis appeared, the authority first tried to borrow their way out of trouble and then second, a potential sale fell through. At this time the authority had no choice but to go to the county commissioners.

The commissioners eventually changed the bylaws to allow them to appoint the authority members. Over a year, an entirely new board developed a plan to ask the taxpayers to approve 3 mills of property tax to allow \$15 million in bonds to be sold to help recapitalize the hospital. The commissioners agreed and the taxpayers, overwhelmingly, approved the bond purchase.

Several attempts were made to bring an outside management company or hospital to turn around the WCRMC. However, none were very successful in the long term. At the end of Covid, governmental covid funds were running out and it was apparent that the existing management company did not really have a long-term plan. Losses of hundreds of thousands of dollars monthly were accumulating, so it was mutually agreed to part ways at the end of 2021. In the beginning of 2022, the executive committee reached out to Dean Sumner of the Mercer Medical School. Dr Sumner was a local and we knew she would have the best interest of the hospital in her concerns.

Dr. Sumner suggested we talk to Kerry Trapnell who at that time was in Elberton, Ga. Shortly after that, Kerry left Elberton and we entered discussion about him consulting with us to help develop a plan to get the hospital turned around. Kerry, at that time, brought in Michael Azzolin with PharmD company to assist. WCRMC has a long-term relationship with Pharm D. Together they developed a plan that included significant raises for our nurses. Many were leaving due to the poor wages we paid, and we were left with only a few very expensive options. We considered this a risky move, but it turned out to be a very intuitive plan that worked wonderfully.

By the end of 2022 we had gone from a consulting contract to a short-term management agreement going into 2023. Surprisingly as 2023 rolled by the financial losses, which had been millions per year, were disappearing. By the middle of 2023 we were at break-even to a small profit. Slowly profitability increased. We eventually signed a complete contract with Kerry and Michael under the Aletheia name. We asked them to develop a new plan, now that we were out of the crises stage for a growth stage. The plan included \$15-\$16 million bonds to replace the ER Dept with a new structure, remodel the patient beds in the hospital, and remodel the patient beds in the attached 60 bed nursing home. This plan has been approved by the county commissioners and is in planning. In addition, to these plans Aletheia has been helpful in obtaining a one-million-dollar grant to replace our aging MRI machine.

Finally, we just finished a comprehensive search for a CEO and Aletheia handled the search. It worked out quite well with Aletheia and the board's input. Aletheia communicated to the authority board and the county commissioners when needed to keep everyone on the same page.

I have no reservations in recommending Aletheia. I know how hard hospitals, especially rural hospitals, can be to navigate governmental regulations, providers request, and insurance companies' roadblocks. It is good to know a company that understands all these hurdles, how to deal with them, and how to put all of this in place, with a perspective to patient care, profitability, and long-term goals.

Sincerely,

Jim Croome

Jim Croome

Authority Chairman



To Whom It May Concern:

I am writing to recommend the services of Aletheia Health Partners to your facility. With decades of rural healthcare leadership experience, the administrative team at Aletheia Health Partners has a passion for improving patient care through intentional relationship-building and the revitalization of operations.

As the Board Chairman of a rural hospital, I have witnessed this passion firsthand and trust in Aletheia Health Partners' discernment in making decisions that are in the best interest of the patients being served at each facility they partner with.

Aletheia Health Partners has strategically addressed and resolved some of our facility's key challenges by restoring our financial health, strengthening our culture, and providing us with a strong sense of security while respecting and protecting our autonomy.

I confidently recommend Aletheia Health Partners' services to you as resources that will strategically assist you in overcoming your facility's challenges, along with ensuring the operational successes achieved are maintained and enhanced over time.

We have derived significant value from our relationship with the Aletheia Health Partners team and continue to rely on the trust, collaboration, and insight that the relationship encompasses.

If you have any further questions, please feel free to contact me directly.

Sincerely,

Malcolm "Mac" Brown
Authority Chairman
Email: mac8brown@gmail.com
Mobile: 478-960-7133

88 Martin Luther King JR Drive | Forsyth, GA 31029 | Main Line (478) 994-2521 | www.monroehospital.org

Pam Stewart, CEO

Washington County Regional Medical Center

Email: pstewart@wcrmc.com

Contracted Services: Hospital Management, Revenue Cycle, Coding, Patient Access, Pharmacy

Casey Fleckenstein, Administrator

Monroe County Hospital

Email: casey.fleckenstein@monroehospital.org

Contracted Services: Hospital Management, Revenue Cycle, Coding, Patient Access, Human Resources, Pharmacy

Chris Hewett, Board Chairman

Monroe County Hospital

Email: chrismhewett@gmail.com

Angela Handley, CEO

Clinch Memorial Hospital

Email: ahandley@clinchmh.org

Contracted Services: Revenue Cycle, HIM Management, Patient Access, Pharmacy

Leif England, CFO

Jeff Davis Hospital

Email: lengland@jeffdavishospital.com

Contracted Services: Revenue Cycle Projects, Pharmacy

Jean R. Sumner, MD

Dean, Professor of Internal Medicine

Mercer University School of Medicine

Email: sumner_jr@mercer.edu

Glenda Grant, Executive Director

Georgia Rural Health Innovation Center

Email: Grant_gl@mercer.edu

Hospital Medical Staff

Dr. Craig Caldwell, Internal Medicine

Monroe County Hospital

Email: Geri_md@bellsouth.net

Phone: (478) 394-0171

Dr. Robert Gatliff, General Surgeon

Washington County Regional Medical Center

Email: rgatliff@gmail.com

Phone: (404) 932-9687

Dr. Jonathan Williams, COO

Southland MD (Emergency and Hospitalist Providers)

Email: jwilliams@southlandmd.com

Phone: (912) 596-8323



Assumed Liabilities

The Board of Directors request that prospective bidders agree, at a minimum, to the following criteria. Agreement to these terms is requested not required. Prospective bidders will provide an addendum that either answers all of the following questions by number, or reference them in other supplied documentation
Provided.

1. Prospective bidder will be asked to offer employment to all employees.
 - *Due to the nature of our proposal for a partnership, we believe that this criteria is not applicable to our proposal. All employees would remain employees of DeSoto Memorial Hospital. However, Aletheia typically hires administrative team members.*
2. Prospective bidder is asked to agree that there will be no changes in the hospital name or incorporate “DeSoto Memorial Hospital” into the name of the resulting organization.
 - *Aletheia agrees.*
3. Prospective bidder is asked to agree that there will be no changes in the medical staff bylaws, without the consent of the Medical Staff. Credentialing of physicians will remain fully controlled by the medical staff in accordance with due process as stated in the medical staff bylaws, and prospective bidder will agree that “economic credentialing” is forbidden. Peer review will remain a medical staff function, controlled by the medical staff in accordance with the bylaws. Any outside agency involved in peer review will be advisory only.
 - *Aletheia agrees.*
4. Prospective bidder will be asked to pay for all transaction costs, including title policy, survey, filling fees, regulatory fees and recording taxes, except for those costs incurred by the Board for consulting and legal services.
 - *Due to the nature of our proposal for a partnership, we believe that this criteria is not applicable to our proposal.*
5. Prospective bidder will be asked to assume all of the Hospital contracts except those, if any, that are determined to be potentially unlawful or are unreasonable based on industry standards.
 - *Due to the nature of our proposal for a partnership, we believe that this criteria is not applicable to our proposal.*

6. If prospective bidder merges, consolidates, affiliates, leases, joint ventures or acquires the hospital through a subsidiary, prospective bidder will provide an unconditional and irrevocable guaranty for all of the obligations of its subsidiary from a guarantor acceptable to the Owner in an amount equal to at least 50% of the purchase price. Under no circumstance will the representations, warranties and indemnification that are made by the prospective bidder be guaranteed solely by the subsidiary corporation that is formed to assume control of the hospital.
 - *Due to the nature of our proposal for a partnership, we believe that this criteria is not applicable to our proposal.*
7. Prospective bidder will agree that any and all successors are obligated to the same extent as prospective bidder regarding all obligations contained in the lease or asset purchase agreement.
 - *Due to the nature of our proposal for a partnership, we believe that this criteria is not applicable to our proposal.*
8. Prospective bidder will provide credit for the prior time of service for all employees who are hired, including vacation time. Vesting credit for prior service will be granted for retirement. This is not a dollar credit but rather a vesting credit. Pre-existing conditions shall not be excluded unless employees have not satisfied the prior plans pre-existing condition exclusion period.
 - *To the extent Aletheia hires Desoto Memorial Hospital employees, Aletheia agrees.*
9. Prospective bidder and any and all subsequent owners agree that the hospital will not be divested at any future date as a result of DOJ/FTC consent decrees or related issues.
 - *Due to the nature of our proposal for a partnership, we believe that this criteria is not applicable to our proposal.*
10. Prospective bidder is asked to provide a summary of their plans to maintain and/or expand the current scope of services offered at the hospital.
 - *If and when Aletheia is the selected Respondent and the definitive agreement between the DeSoto County Hospital District and Aletheia is memorialized, Aletheia will be responsible for and compliant to this criteria.*

11. Prospective bidder is asked to agree that they will utilize their best efforts to complete due diligence within the time frame proposed.
 - *Aletheia agrees.*
12. Prospective bidder is asked to agree that they will use their best efforts to execute a Definitive Agreement within the time frame proposed.
 - *Aletheia agrees.*
13. All prospective bidders are asked to indicate that if they are selected as the winning bidder, they will, if required, file all pre-merger notification forms with the U.S. Department of Justice within seven (7) business days of execution of the letter of intent and will pay all fees related thereto.
 - *Due to the nature of our proposal for a partnership, we believe that this criteria is not applicable to our proposal.*
14. All prospective bidders are deemed to have knowledge of the laws of the State of Florida. Specifically, but not limited to Florida Statute 155.40 as attached to this RFP.
 - *Aletheia confirms it has knowledge of the laws of the State of Florida including, but not limited to, Florida Statute 155.40.*
15. Prospective bidder will indicate in the letter of intent, their corporate process regarding the investment of capital in facilities that they own, their ability to access capital for this purpose, and their thoughts as to how they would assess the need for capital investment in the hospital.
 - *To the extent applicable to our proposal, Aletheia is compliant with this criteria.*
16. Prospective bidder shall report their compliance with the requirements of the transaction annually to the Board of Directors, which board shall be entitled to enforce such requirements against prospective bidder.
 - *Aletheia agrees.*
17. Prospective bidder will indicate the steps they will take to protect the hospital from other competing facilities. Specifically please identify the steps that you would take to reduce the level of outmigration in the primary service area.

- *If and when Aletheia is the selected Respondent and the definitive agreement between the DeSoto County Hospital District and Aletheia is memorialized, Aletheia will be responsible for and compliant to this criteria. Regarding the reduction of the level of outmigration in the primary service area, this criteria is responded to in our response to 5. Information Regarding Prospective Bidder; C; a).*
18. Prospective bidder is required to provide information regarding the quality of care provided at their facilities, including, but not limited to, The Joint Commission survey scores and patient, employee and physician satisfaction scores. A summary of your plans to maintain, augment, and/or expand the quality of care at the hospital should be provided.
- *If and when Aletheia is the selected Respondent and the definitive agreement between the DeSoto County Hospital District and Aletheia is memorialized, Aletheia will be responsible for and compliant to this criteria. That being said, Aletheia maintains compliance with Joint Commission standards and, where applicable, DNV standards at each facility it serves. Aletheia works closely with hospital leadership and medical staff members to review and analyze quality data applicable to relevant standards.*
19. Prospective bidder is asked to provide information regarding the plans they have to increase the availability and accessibility of healthcare to the communities served by the hospital.
- *These plans are addressed in the responses in the body of the RFP*
20. Prospective bidder is asked to assume the existing policies and procedures currently in place at the hospital with respect to indigent and charity care.
- *Aletheia agrees.*
21. Prospective bidder must demonstrate that they have the financial resources to complete the transaction and to compete in the market.
- *Due to the nature of our proposal for a partnership, we believe that this criteria is not applicable to our proposal.*
22. Prospective bidder is asked to provide examples of their experience turning around distressed hospitals.
- *These examples are provided in the RFP immediately following the Letter of Intent.*
23. Prospective bidders are asked to present a statement of evidence on their efforts to provide and maintain quality healthcare.

- *These examples are provided in the RFP immediately following the Letter of Intent and throughout the RFP response.*
24. Prospective bidders are asked to disclose if they believe they have any material antitrust risk regarding the Transaction.
- *Aletheia has no antitrust risk regarding our proposals.*
25. Any bidder that submits an offer for a non-equity transaction, such as an affiliation or a partnership/joint venture where they will not have a controlling interest in hospital, shall state if they are willing to provide a guaranty for the hospital's debt and its pension obligations in the event that the hospital is not able to meet these obligations.
- *The structure of Aletheia as an organization and the proposal being offered makes a guarantee for the hospital's debt and its pension obligations inapplicable.*
26. Prospective bidders that submit a purchase option are requested to also submit a prepaid lease option.
- *Due to the nature of our proposal for a partnership, we believe that this criteria is not applicable to our proposal.*
27. The DeSoto County Hospital District Board of Directors has identified the following objectives and priorities of the RFP Process;
- a) Maintaining a "full service community care hospital" by an enforceable contractual covenant to serve the residents of DeSoto County, Florida:
- i. "Full service community care hospital" means a registered Florida hospital that provides full service inpatient and outpatient care consistent with nationally accepted standards for the population we serve, both currently and in the future. Services to include: emergency care, unscheduled and elective medical and surgical care with reasonably necessary ancillary support services and specialty consultative services;
 - *Aletheia agrees with this objective and priority.*
 - ii. Reasonable assurances, protections, and safeguards to ensure that: (A) the scope of services currently performed at DeSoto Memorial Hospital is not materially reduced (e.g. DeSoto Memorial Hospital does not become a critical access hospital as such term is currently defined): (B) services that can

reasonably and safely be performed at DeSoto Memorial Hospital, as determined in accordance with generally accepted standards for comparable community hospitals, are performed at DeSoto Memorial Hospital and not referred outside DeSoto County, Florida.

- *To the extent this objective and priority is in the best interest of the hospital and the communities it serves and unless the DeSoto County Hospital District Board of Directors decides differently in the future, Aletheia agrees with this objective and priority.*