

LOWER FLORIDA KEYS HOSPITAL DISTRICT
BOARD MEETING
8.5.25

A. Overview/ General Considerations

- Rural hospital boards employ systematic processes when considering and negotiating hospital management contracts, when assessing regulatory frameworks, and including local needs guiding its approach.
- This Board has an opportunity to shape a stronger future for the LFK hospital, by learning from its history with the current operator (both the strengths and challenges), addressing evolving community needs, establishing and implementing a new contract that addresses:
 - How to best address the critical medical needs of the community within the budget allotted.
 - Negotiating a strong, transparent contractual relationship with a hospital management entity that establishes benchmarks, accountability, recourse and long term planning in the best interest of the community.
 - Establishes a timeline and targets for improvements and performance metrics.
 - Governance responsibility by the board, while establishing restrictions designed to protect the facility's autonomy and interests.
- Key elements of this process include:
 - Hiring outside Counsel, Akerman, to help prepare this proposal and timeline to establish a competitive bidding (i.e. RFP).
 - Establish an RFP with Akerman and third party consultants selected by the Board and contracted through Akerman
 - Publish the RFP so that the existing and new providers can competitively bid and submit proposals to the Board.
 - Deliberate and select winner of RFP.
 - Negotiate and Execute Contract.

B. Proposed Timeline

1. Board Meeting: Initial Recommendations and Vote (August 5, 2025)

- a. Akerman (via Board Counsel) presents recommendations to the Board.

- i. Akerman will draft a proposed RFP, with the involvement of necessary experts to address the unique needs of the community (i.e. talent retention of physicians, staff; hospital improvements; communication; services etc.) The RFP mechanism permits the Hospital's current management entity and future respondents to submit proposals for the pending management contract
- b. The Board votes on whether to proceed with implementing Akerman's recommendations.

2. Consultant Selection (August-September 2025)

- a. Akerman will review the existing proposals obtained by the Board of consultants to assist (as needed) Akerman in drafting the RFP.
- b. Conduct interviews, if necessary.
- c. Board selects and formally engages through Akerman a consultant to oversee RFP issuance.

3. RFP Drafting, Deliberation and Finalization (September 2025-January 2026)

- a. Akerman will draft the RFP, working with the selected consultant and the Board, as needed, to draft the RFP, including scope, evaluation criteria, and term sheet.
- b. The Board reviews, deliberates, modifies as needed, and approves the final RFP. The final RFP may be deliberated and voted on in the Board's January meeting.

4. RFP Issuance and Response Period (February – May, 2026)

- a. The finalized RFP is publicly issued (current management and other entities invited to respond).
- b. The Board will allow approximately six to eight weeks to receive responses. This time frame may be lengthened.

5. Proposal Review and Evaluation (May – July or August pending Board schedule 2026)

- a. The Board reviews RFP proposals.
- b. The Board, with the assistance of Akerman, will conduct interviews or presentations with selected respondents.
- c. Akerman prepares an evaluation summary and recommendations.

6. Board Deliberation and Selection (August – October 2026)

- a. Board reviews Akerman's findings and recommendations.
- b. Board votes to select a management entity for contract negotiations.

7. Contract Negotiation (November 2026 -March 2027)

- a. Akerman leads negotiation of contract terms with selected management entity.
- b. Consultant may assist with technical/operational aspects.

8. Final Board Approval (When completed, but no later than January 2029)

- a. Akerman presents the negotiated contract to Board for final review and approval.