

## CHAIR TRANSMITTAL MEMORANDUM

*(For Circulation to Board Members and Advisors)*

**To:**

Erica Sterling, JD  
Board Chair  
Lower Florida Keys Hospital District

**From:**

3AIM Partners LLC (known as “3AIM Partners”)

**Date:**

December 2025

**Re:**

Hospital Partnership Advisory Proposal — Risk-Focused Decision Support

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This proposal is submitted as a formal advisory memorandum for entry into the Board’s written record.

It is intended to support the Board as it proceeds with an RFP-based operator selection process already underway, in coordination with RFP counsel. The purpose of this engagement is to strengthen its execution through disciplined evaluation design, expert analysis, and transparent documentation.

3AIM Partners is offering to assist the Board and its advisors by providing a rigorous evaluation scorecard framework aligned directly to the RFP, and by offering optional analytical and coordination support where requested. All work is designed to fit within the existing legal and governance structure, without expanding authority, creating parallel decision paths, or introducing unnecessary complexity.

This document is written for the expectation that it may become part of the public record.

Respectfully submitted,

**3AIM Partners**

# PROFESSIONAL SERVICES PROPOSAL

## Hospital Partnership Advisory & Board Decision Support

Prepared for:

**Erica Sterling, JD**

Board Chair

Lower Florida Keys Hospital District

December 2025

Prepared by:

**3AIM Partners**

Independent Healthcare Advisory

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## EXECUTIVE SUMMARY

The Lower Florida Keys Hospital District is entering a phase of decision-making that will materially affect governance authority, financial flexibility, and community accountability for decades to come.

While public attention centers on the eventual selection of an operator, other foundational decisions about capital structure, evaluation methodology, and accountability mechanisms are equally important throughout the process.

At this stage, the principal risk is whether the process of decision making unintentionally constrains future options or introduces procedural vulnerabilities that become apparent only after commitments are implied. 3AIM Partners is proposing to help the Board mitigate that risk.

Unlike traditional transaction advisors, 3AIM Partner's role is not to advance a particular structure or operator, but to support the Board in establishing a defensible decision framework. This includes:

- A robust, RFP-aligned evaluation scorecard and scoring methodology
- Expert analytical support during proposal review and comparison
- Optional care and economic assessment inputs to inform evaluation criteria
- Optional program management and coordination support, if requested

The core of this proposal is the evaluation scorecard. All other services are optional and secondary. The engagement is structured so that 3AIM Partners acts strictly as an expert resource operating within the framework established by the Board and RFP counsel. Engaging 3AIM Partners at this stage is about ensuring when a decision is ultimately made, it is procedurally sound, care and economically defensible, and durable under future scrutiny.

## THE BOARD DECISION

The Board has elected to proceed with an RFP process supported by legal counsel. This document establishes the primary decision framework. 3AIM Partner's role is to strengthen it by ensuring that:

- Evaluation criteria are clearly defined and consistently applied
- Scoring methodologies are transparent and traceable to the RFP
- Comparative analysis is performed with appropriate healthcare and governance expertise
- The written record reflects a disciplined and professional evaluation process

This approach is designed to support confidence in the Board's ultimate decision, regardless of outcome. As an operator is evaluated, the Board will be determining strategies for:

- Current and long term facilities leases and options
- Capital and operating structures to govern the hospital's future
- Legal and IRS constraints attach to that structure
- Degree of control, flexibility, and long-term optionality the District intends to retain

Importantly, contractual language that is permissible under one model may be incompatible with the other. Accountability mechanisms, reinvestment provisions, and incentive structures will need to align with the selected framework.

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## ROLE OF 3AIM PARTNERS

3AIM Partners serves in a strictly advisory capacity.

We do not provide legal advice, advocate for a specific operator, or direct Board outcomes. All legal determinations remain with the District and its counsel, including Akerman LLP.

Our role is to assist the Board and Counsel by:

- Translating operational realities into evaluable standards
- Designing objective evaluation frameworks
- Identifying foreseeable procedural and structural risks
- Supporting clear documentation of decision rationale

This engagement is structured to preserve Board authority while reducing avoidable exposure.

## **SCOPE OF WORK**

### **I. RFP Evaluation Scorecard & Analysis**

3AIM Partners will design and support the use of a comprehensive evaluation scorecard that:

- Is derived directly from the categories and requirements set forth in the RFP
- Establishes clear scoring definitions and weighting
- Allows consistent comparison across respondents
- Produces an auditable and consideration evaluation record

This work includes:

- Initial scorecard design and refinement
- Calibration of scoring criteria with Board priorities and counsel guidance
- Analytical support during proposal review
- Synthesis of scoring results for Board consideration

See Appendix for Example Scorecard Framework

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## **(OPTIONAL) ADVISORY SERVICES**

### **I. Care and Economic Assessment**

3AIM Partners can conduct a care and economic assessment to inform evaluation criteria. This work is intended to supplement the scorecard by providing contextual data that helps interpret RFP responses. This includes:

- Baseline assessment of service needs and care delivery considerations
- High-level economic and facility considerations relevant to operator proposals
- Inputs designed to support evaluation, not to replace feasibility or valuation studies

An optional one week onsite stakeholder engagement, community survey, staffing and facilities assessment is recommended.

Resources needed for engineering, financial modeling, long term population trend and care requirements can be scoped and engaged as needed.

## **II. Program Management & Coordination Support**

3AIM Partners can provide focused program management support for:

### **Board and Legal Operations Support**

- Coordination of evaluation activities
- Communication support aligned with counsel direction
- Schedule and workflow assistance

### **Community Coordination Support**

- Support for structured community task force engagement
- Assistance with information flow and documentation
- Alignment of community inputs with evaluation considerations

These services are optional and can be engaged independently or not at all.

## PROFESSIONAL SERVICES FEE STRUCTURE

All estimates are based on a blended average hourly rate of \$333 and will be billed with detailed time and descriptions on a monthly basis. Expenses will be invoiced at cost as incurred.

### I. RFP Evaluation Scorecard & Analysis

It is expected the RFP will be released after the January 6, 2026 Board meeting and will allow respondents up to 90 days to respond. Based on board deliberation and approval 3AIM Partners expects to begin engaging and work after the February Board meeting. This engagement would then run through the completion of the Baseline RFP submission and evaluations in April 2026.

- Duration: approximately three months, aligned with the Baseline RFP response and evaluation timeline
- Effort: approximately 20 hours per week across the 3AIM Partners team
- **Investment: approximately \$79,920**

### II. (Optional) Advisory Services

The following services are recommended for the Board and Advisors support the most effective outcomes of the process.

- Care and Economic Assessment: approximately \$33,720
  - Optional onsite: approximately \$16,600 includes expenses
- Program Management & Coordination
  - Board & Legal Counsel Support: approximately \$26,640
  - Community Task Force & Advocacy Support: approximately \$13,320

### III. Additional Services (when needed)

Additional services for subsequent rounds of proposal refinement and evaluation, negotiation support, transition management and ongoing governance support can be defined and submitted as required once relevant information is available for accurately estimating the scope of work necessary.

## **PUBLIC ENTITY, DOCUMENTATION & ADVISORY STATEMENTS**

### **Florida Public Entity Context**

As a Florida public entity, the District should reasonably anticipate that aspects of this process may be subject to heightened public visibility and legal scrutiny.

This engagement is structured to align with that reality by:

- Emphasizing objective, pre-established evaluation criteria
- Avoiding outcome-driven advocacy or retrospective justification
- Maintaining clear role separation between advisors, counsel, staff, and the Board
- Producing contemporaneous documentation of decision sequencing and rationale

Nothing in this engagement is intended to alter the District's statutory obligations, immunities, or defenses under Florida law. Rather, the objective is to support a process that reflects recognized governance best practices and withstands independent review.

### **Decision Documentation and Control**

To support procedural integrity and defensibility, this engagement incorporates the following governance practices:

1. **Pre-Defined Standards**  
Evaluation criteria and weighting established prior to proposal receipt.
2. **Contemporaneous Documentation**  
Written articulation of assumptions, rationale, and sequencing prepared as decisions occur.
3. **Role Delineation**  
Clear separation between advisory input, legal review, staff analysis, and Board authority.
4. **Uniform Application**  
Consistent application of evaluation methodologies across all respondents.
5. **Record Readiness**  
Materials drafted with the assumption of independent review via public records requests.

This framework is intended to support fiduciary compliance and minimize ambiguity in the administrative record.

## **Advisory Capacity Only**

3AIM Partners provides strategic and operational advisory services only. This engagement does not include the provision of legal advice, tax advice, or regulatory determinations. All such matters remain within the purview of the District and its legal counsel.

The Board retains exclusive authority over all decisions and may accept, modify, or reject any advisory input.

3AIM Partners does not advocate for any specific operator, financing method, or transaction structure. Recommendations are provided solely to support informed deliberation and procedural integrity.

This engagement is designed to inform decisions — not to predetermine outcomes.

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## **CONCLUSION**

This proposal is designed to support the Board in fulfilling its fiduciary obligations through a disciplined, transparent, and defensible decision-making process.

By engaging in this approach the Board preserves flexibility, reduces exposure, and strengthens confidence in the integrity of its ultimate decision.

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## **CONTACT INFORMATION**

### **3AIM Partners**

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## APPENDIX

### Sample: Objective RFP Evaluation Scorecard

Evaluation Criteria	Weight	Scoring Factors	Data Sources
Clinical Quality & Service Commitment	25%	Specialist FTE commitments Service continuation plan Quality metrics/accreditations Transfer reduction plan	Proposal commitments Reference checks HCAHPS scores
Capital Investment & Facility	20%	Total capital commitment Timeline for improvements PET/CT & diagnostic equipment ED modernization plan	Financial commitments Engineering assessments
Financial Sustainability	20%	Profit reinvestment % commitment Pricing/reimbursement strategy Financial stability proof Community benefit investments	Financial statements Reinvestment agreements
Workforce & Community	20%	Compensation plan vs. regional benchmarks Housing solutions Retention strategies Local hiring commitments	Workforce plan Compensation data
Governance & Transition	15%	Governance structure Transition management plan Community advisory board Performance monitoring framework	Governance proposals Transition plans
<b>TOTAL</b>	<b>100%</b>		

## Engagement Team

The District's primary points of contact for this engagement will be senior leaders directly responsible for evaluation design, analytical rigor, and day-to-day coordination. This structure is intended to provide continuity, clarity of communication, and responsiveness throughout the RFP evaluation process.

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**Mark Hallman, MHA**

### **Managing Partner**

Mark Hallman has spent nearly 30 years advising healthcare organizations, governing boards, and public entities on strategy, operations, and complex partnership decisions.

Mr. Hallman has served as Chief Innovation and Transformation Officer at JPS Health Network, a role focused on the expansion and transformation of the system. His work concentrated on driving change in the organization to meet the demands of the growing Tarrant County community and the ever-changing healthcare landscape. This work included planning associated with a \$1.5 billion bond program, organizational strategy, infrastructure, a focus on innovation and alternative revenue streams, enhanced operations, and positioning JPS Health Network for long-term success. In addition to JPS, Mark served as Enterprise Sr. Director of Strategic Growth and Market Planning at the Cleveland Clinic (OH), focusing on expanding the organization's global footprint. He also served CommonSpirit (Mountain Division) as the System Director of Strategy where he focused on consumer engagement strategies and aligning the organization's resources to most appropriately care for the communities served within Colorado and western Kansas.

Mark's work with provider organizations led to the creation of 3AIM in 2017. As Managing Partner, Mark provides senior oversight to all 3AIM Partners engagements and serves as a strategic advisor to Boards and executive leadership. His approach emphasizes disciplined analysis, respect for governance boundaries, and solutions that remain durable under regulatory, financial, and public scrutiny.

## **Greg Kaple**

### **Senior Partner**

Greg Kaple provides leadership for complex healthcare and legal operations advisory engagements involving public entities, governing boards, and multi-stakeholder processes.

Greg brings three decades of experience working at the intersection of healthcare operations, governance, community engagement, and large-scale program coordination. Most recently he managed the legal operations for Kaiser Permanente's Office of the General Counsel engaging Outside Counsel together with internal executive stakeholders on enterprise wide care, construction and finance initiatives across the \$110B integrated healthcare system. His work focuses on translating strategic intent into executable frameworks—particularly in environments where transparency, documentation discipline, and stakeholder confidence are essential.

Greg is responsible for program oversight, coordination with Board members and legal counsel, and ensuring that evaluation processes are executed consistently with established criteria and governance standards. He frequently serves as the primary point of continuity across advisory teams, Board members, and external stakeholders.

Greg is known for a pragmatic, steady approach that supports informed decision-making without advocacy or bias toward predetermined outcomes.

## **Lisa Pennie Sims, EdD**

### **Senior Advisor**

Lisa Pennie Sims is a senior advisor to 3AIM Partners with more than a decade of experience supporting healthcare, legal, nonprofit, and public-sector organizations through complex, regulated initiatives. Her work focuses on governance alignment, technology-enabled program delivery, and the design of transparent, accountable processes that connect institutional decision-making with community needs.

Most notably, Lisa held national leadership roles at Kaiser Permanente, where she provided administrative, operational, and project oversight within the National Legal Department. In this capacity, she supported large-scale initiatives related to privacy, data protection, regulatory compliance, and process improvement; managed multi-million-dollar budgets; and partnered closely with attorneys, compliance professionals, IT teams, and executive leadership in a highly regulated healthcare environment.

Lisa holds a Doctorate in Educational Leadership and a Master's degree in Leadership from Saint Mary's College of California. Her academic and professional work informs a practical, systems-oriented approach to change management, stakeholder engagement, and governance effectiveness. She also brings longstanding experience in nonprofit leadership and community service, reinforcing a consistent focus on transparency, trust, and public accountability.

## 3AIM Expert Team, Partners & Advisors

In addition to the core project team, 3AIM Partners maintains a deep bench of subject-matter experts, strategic partners, and independent advisors that can be engaged as needed to support the District's work. This includes professionals with expertise in:

- Healthcare operations and hospital governance
- Public-sector and quasi-governmental board processes
- Healthcare finance, lease structures, and operator performance evaluation
- Regulatory compliance, privacy, and risk management
- Community engagement, facilitation, and stakeholder communications
- IT systems, data governance, and operational transformation

These relationships allow 3AIM Partners to scale its capabilities thoughtfully and efficiently—bringing specialized expertise to bear without adding unnecessary overhead—while maintaining independence, objectivity, and alignment with the District's fiduciary and community responsibilities. All supplemental experts and advisors are engaged selectively, transparently, and under the direction of the core 3AIM Partners team to ensure continuity, accountability, and a unified approach.