



# GOBIERNO DE PUERTO RICO

Departamento de Salud  
Junta Reglamentadora del Cannabis Medicinal

February 19, 2019

To whom it may concern,

Currently, Cannabis Medicinal's offices are 1 part of the 7 departments which make up the Regulation and Certification agency, which belongs to Puerto Rico's Health Department's administrative services. Their mission is to responsibly administer and oversee the current laws and regulations concerning Medical Cannabis. Cannabis Medicinal implements effective and just fiscal policies which enables the clients to attain the highest quality products in order to improve their quality of life.

Between August and December 2018, we developed a reengineering project in conjunction with London Consulting Group. The project's objective was to improve our management processes and to optimize our office's processes, tools, and structures in order to operate more effectively and provide a better service on behalf of Puerto Rico's Health Department.

The manner change was managed, the dedication displayed by the team members, the methodology and the manner it was applied throughout the different stages of the project, were very beneficial to our operation and it allowed us to reach our fixed objectives. Some of the results that stood out were:

### Cannabis Medicinal's Offices:

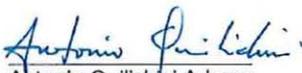
- 109% increase in the average weekly throughput of card issuance.
- 90% reduction in the issuance time (12 days on average to 1.2 days).
- Over 100% improvement in the Counter's Customer Service time (10 days to 25 minutes).
- Over 100% improvement in the Counter's Service to Broker (12 days to 22 minutes).
- 97% reduction in the amount of outstanding weekly licenses we need to issue (Back Log).
- 14% increase in the Inspector Division's weekly plan's fulfillment rate and coverage.
- 13% reduction in the office's functional structure.

### Implementations:

- Implementation of management forums and a Management Model.
- Implementation of operative and support tools for the different processes.
- Support and shoulder to shoulder implementation of the digital platform.
- Implementation of the daily and weekly supervisory routines for key positions.
- Implementation of controls, indicators, and reports which supported the follow up and decision-making processes.

The project was successfully concluded within the 24 programmed weeks, generating a current ROI of 0.3 to 1, with a forecasted ROI of 2.8 to 1 after 12 months. Apart from the quantitative results, there has been a notable change in our employees' work culture which has created a solid foundation on which we can meet our established medium and long-term goals.

We are happy to recommend London Consulting Group as a professional and committed firm which has an excellent work methodology that allows them to positively change the work culture through their shoulder to shoulder implementation methods and by achieving tangible results in a sustainable manner.

  
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Director of Healthcare Reform



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