

December 21, 2018

To whom it may concern,

Hospital Damas is a tertiary level hospital with over 150 years of experience and in that time, we have been distinguished by our excellent and high-quality medical services and our prestigious Medical Faculty, which provides services to Puerto Rico's southern area.

With the objective of improving our hospital, we carried out, in conjunction with London Consulting Group, the "Proyecto Cemi" improvement project between March and December 2018. The project focused on optimizing the processes in the Medical Utilization, Emergency Room, Operating Room, Surgicenter and the Purchasing and Warehousing departments. During this period, we achieved the following results:

Emergency Room:

- 49% reduction in elopements.
- Implementing a Fast track model (category IV and V), which reduced the patient's waiting times by 56%.

Medical Utilization:

- 23% reduction in the amount of denied days by the Per Diem medical insurance contract.
- 74% reduction in the amount of denied days by the DRG medical insurance contract.
- 22% reduction in exceeded length of stay, using the national standard (ALOS).

Operating Room and Surgicenter:

- Optimizing the Operating Room's personnel's productivity by 29%.
- 82% increase in the Operating Room's real utilization rate (real hours vs programmed hours).

Purchasing and Warehousing:

- 62% improvement in the on-time and in-full (OTIF) deliveries from the warehouse to internal departments.
- Negotiations with suppliers reduced the total amount of money spent on Medical or Surgical goods by (pending).

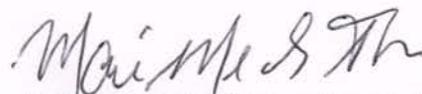
London Consulting Group has met the expectations established at the beginning of the project, surpassing our expectations, and obtaining a financial return on investment (ROI) of **2.6 : 1** by the end of the project, with a forecasted annualized return of **7.9 : 1**.

Due to this, we highly recommend **London Consulting Group** as a committed and professional firm, which has an excellent work methodology that allows them to carry out improvement projects which positively impact organizations.

Sincerely,



Mariano McConnie Angel
President



María Mercedes Torres Bernal, MHSA
Administrator

Ponce, Puerto Rico 17th of August 2018

To whom it may concern:

Hospital Damas is a distinguished institution that has characterized itself for over 150 years by its excellence and the quality of its medical services, along with its prestigious Medical Faculty. Hospital Damas offers primary and specialized services, as well as quality and experienced care for its patients which, in line with our commitment, has always utilized the best medical practices and the highest level of attention.

Between March and August 2018, London Consulting Group (LCG) designed and developed the Managerial Skills Development Program.

The objective of this program was to improve the organization's key personnel's managerial skills, in order to develop a work culture which was more open towards change and more focused on achieving results.

The initiatives undertaken were:

- **Communication Program and Change Management:** With this initiative we were able to maintain the company's personnel informed, and at the same time, we were able to promote values and behaviors which were necessary for the project's development.
- **Managerial Skills Seminar:** This seminar was composed of 8 dynamic and interactive workshops which were designed in order to address the development necessities of the participating personnel (70 participants).
- **Follow up Program:** This initiative ensured that the change management aspects of the project were actively implemented by the key personnel, through individual shoulder-to-shoulder implementation and Coaching sessions. This helped the personnel incorporate the concepts they learned into their daily tasks, and to develop skills which allowed them to achieve their objectives.

The implementation of the program enabled the participants to adopt new tools and concepts which improved their department's operations. The program also developed and strengthened their leadership skills which improved their management of interpersonal relationships.

Due to what has been mentioned, I would like to highly recommend **London Consulting Group's Human Development** department for their professionalism, commitment, and effectiveness in undertaking a program of this nature.



María Mercedes Torres
Hospital Damas Administrator

