

February 2019

To whom it may concern,

Hospital Damas is a tertiary level hospital with over 150 years of experience, which is distinguished by their excellent and high-quality medical services, and their prestigious Medical Faculty, which provides services to Puerto Rico's southern region.

Between August 2018 and February 2019, we carried out a project, in conjunction with London Consulting Group, which focused on revising our organization's Macro Structure and on defining, in an objective manner, the hospital's personnel's requirements.

During this project, we carried out a functional analysis of the organizational structures, balanced the personnel's workloads, and established a Capacity Plan for the new organizational structure.

During this period, we achieved the following results:

- Analyzing and redesigning the Macro Structure.
- Evaluating and balancing the workload for 233 positions in 57 functional areas.
- 9% proposed reduction in the Nursing Department's payroll.
- 3.7% proposed reduction in the Finance Department's payroll.
- 2.3% proposed reduction in the Administration Department's payroll.
- Training the personnel on the updated structural functions and the Capacity Plan's tools, which adapts according to demand.

London Consulting Group has met the objectives established at the beginning of the project, surpassing our expectations, and generating an estimated return on investment (ROI) of **3.83 : 1**.

We highly recommend **London Consulting Group** as a committed and professional firm, with an excellent work methodology that enables them to carry out improvement projects which positively impact organizations.

Sincerely,



Mariano McConnie Angel
President



María Mercedes Torres, MHSA
Administrator