



Panama City, May 2, 2017

To whom it may concern:

Centro Médico Paitilla is a Level III private hospital with state of the art technology. We are proud to be one of the main pillars in the development of the Panamanian healthcare sector since 1975. With a staff of more than 600 co-workers, 117 beds, 4 operating rooms, 2 delivery rooms, and 9 ER beds, we provide first class services in the fields of maternity, neonatology, hospital care, ICU, and geriatric services, along with the diagnostics and therapeutic services that complement our offer.

From December 2014 through June 2015 we developed project "Renovación", with London Consulting Group. Our focus was to increase our profitability by implementing sound improvements in our main processes: commercial, patient care, relations with insurance companies and physicians, collection and procurement; being the following the most significant results achieved:

Strategic Direction:

- Recovery of medical practice to use our services in the previous year, and increase in physician fidelity.
- Improvement in the relations with insurance companies that lead to new business.
- Creation of maternity and bariatric surgery packages.
- Support in the selection of an information system suited for current and future hospital needs.

Organizational Structure:

- Design of the organizational structure, and the corresponding staffing plans relating personnel needs with patient volume.

Hospital Usage:

- OR efficiency improvement, with the implementation of a new OR scheduling process.
- Sustained levels of hospital usage, in a market tending to reduce the use of hospital days due to the increasing availability of less invasive technologies and ambulatory procedures.

Hospital and Ambulatory Care:

- Improved patient care and service levels in ambulatory and ER sections.
- Reduction of quoting times for hospital services.
- Strengthening of active supervisory levels in every area in the hospital.

Procurement:

- Enhanced bidding process for the acquisition of materials and medical supplies.
- Implementation of cyclic counts, that allow for enhanced inventory control and well-ordered storage areas.

Collection:

- Development of an account verification and control process, and a collection system that help us reach our collection goals.

The results obtained with the Project generated a **2.3: 1 ROI**. Moreover, it helped us to strengthen our results oriented culture, ensuring continuous improvement over time.

I am happy to recommend London Consulting Group as a highly professional firm with an outstanding focus in the generation of solid results for their clients.

Sincerely,

Vilma Moreno de Arias
Executive Director