

Puerto Rico, January 2020

To whom it may concern:

First Medical Health Plan, Inc. is a distinctly Puerto Rican company with 42 years of continuously serving over five hundred and twenty-five thousand (525,000) policy holders. During all these years, we have dedicated ourselves to improving the community's quality of life through planning and implementing medical coverage of the highest quality, at a reasonable cost. **First Medical Health Plan, Inc.** is the only health services organization in Puerto Rico which has a network of affiliated health-medical services which allow us to provide better services to our customers.

Between May 2019 and January 2020, First Medical Health Plan developed, in conjunction with London Consulting Group, the "Innovando por ti" (Innovating for you) improvement project. This project developed initiatives focused on productivity and optimizing the processes within the targeted departments. Some of the favorable results we've obtained due to the initiatives that we implemented into the targeted departments were:

Customer Service

- Implementing an electronic shift system in the service offices.
- 56% reduction in the service office's waiting time.
- 42% reduction in the average time per service provided.

Commercial Pre-authorizations:

- 95% increase in the standard cases' fulfillment rate.
- 60% increase in the expedited cases' fulfillment rate.
- 67% increase in the pre-authorization personnel's productivity.

Vital Pre-authorizations:

- 90% increase in the intake personnel's productivity.
- 57% increase in the pre-authorization personnel's productivity.

In addition to the quantitative results mentioned above, "Innovando por Ti" contributed to the creation of a new results driven culture, providing tools for analysis, planning, execution and even incentives definition and calculation, which helped establish new processes and strengthen existing ones.

The project was successfully concluded within the agreed timeframe, generating an annualized forecasted return on investment of **1.9 to 1**, surpassing our initial estimates. This was achieved due to the professional work carried out by both the First Medical Health Plan personnel and London Consulting Group's team.

The way change was managed, the training process, the dedication displayed by the members of the team, as well as, the methodology and the way it was applied throughout the different phases of the project, were key to achieving both qualitative and quantitative results.

We are happy to recommend London Consulting Group as a professional and committed firm which positively impacts an organization's work culture through the implementation of practical solutions, as well as through their leadership and their commitment towards capitalizing on tangible results in the short term.

Sincerely:


Cesar Ramirez Quiñones

VP of Operations

"Patrono que ofrece Igualdad de Oportunidades de Empleo y Acción Afirmativa para Mujeres, Veteranos Protegidos y Discapacitados"
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The program was designed by LCG's Human Development department which manage to establish adequate conditions, in terms of Methodology and Attitude, with all of the personnel which took part in our project.

Some of the initiatives which were carried out were:

- **Managerial Skills Seminar:** This seminar was composed of 8 dynamic and interactive workshops which were specifically developed to address the requirements presented by our participating personnel (52 members). The seminar provided us with the techniques and tools needed to lead our different work teams in a more efficient, strategic and methodological way.
- **Strategic Coaching and Communications Program:** In these one-on-one meetings, the participants which led the changes, received support and guidance in order to teach them how to effectively apply the knowledge they've acquired in the sessions, to their departments. In the same way, a series of informative bulletins were designed and deployed, which enabled us to maintain the personnel working on the project informed of its progress.

Without a doubt this program was of great importance to our organization. The increased openness to change, along with the newly acquired skills, has strongly contributed to the development of our personnel. Due to this, we strongly recommend London Consulting Group's Human Development department for their professionalism, commitment, and efficiency in carrying out a program of this nature.

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Cesar A. Ramirez Quiñones

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