



HEALTH PLAN, INC.

Puerto Rico, October 2020

To whom it may concern:

First Medical Health Plan, Inc. is a distinctly Puerto Rican company with 43 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 March and October 2020, First Medical Health Plan developed, in conjunction with London Consulting Group, the "Synchrony" 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:

Financial Recovery

- 245% increase in the average monthly amount identified for recovery.
- 9% increase in the average monthly amount recovered.

Claim (Vital LOB):

- 225% increase in the Front End personnel's weekly productivity
- 18% increase in the Back End personnel's weekly productivity.
- 25% reduction in the monthly average of original paper claims received.
- 80% reduction in the amount of interest paid due to claims processed out of time.

Sales:

- Design of a work system that promotes an active sales approach, while guaranteeing balanced workloads and equal opportunity among the sales force.
- Design and construction of 3 KPI dashboards that allow to monitor the department's performance in sales, renewals and operational execution.

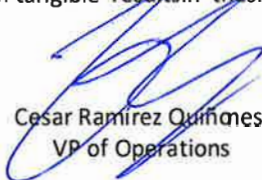
In addition to the results mentioned above, "Synchrony" contributed to the creation of a new results driven culture, boosting the digital transformation of the involved areas, through the incorporation of new technological solutions that provided tools for analysis, planning and execution, which helped establish new processes and strengthen existing ones.

The project was successfully concluded within the agreed timeframe, generating an annualized forecasted return on investment of **13.5 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 Quinones
VP of Operations

"Patrono que ofrece Igualdad de Oportunidad de Empleo y Acción Afirmativa para Mujeres, Veteranos Protegidos y Discapacitados"
t: 787-474-3999 | PO Box 191580 San Juan, PR 00919-1580

Síguenos:



43 AÑOS



P.O. Box 144090
Arecibo, P.R. 00614-4090
Tel. (787) 878-6909
Fax (787) 879-5185

Puerto Rico, October 2020

To whom it may concern:

International Medical Card, Inc., is a distinctly Puerto Rican company, founded in 1991, with the primary objective of offering First Medical Health Plan, Inc. affiliated members, a network of first-rate health care providers. Today we are the most complete provider network, with over 8,000 active providers throughout the island and managing to maintain sustained growth for more than 20 years, a period during which we have stood out for providing subscribers with a wide and varied range of health services throughout Puerto Rico.

IMC is a solid and reliable network, committed to the medical community of the country; that works by integrating all those providers that attend to the medical care needs required by our clients, thus facilitating their access to services of the highest quality and excellence.

Between March and October 2020, First Medical Health Plan developed, in conjunction with London Consulting Group, the “Synchrony” improvement project. This project developed initiatives focused on productivity and optimizing the processes within the Claims department. Some of the favorable results we’ve obtained due to the initiatives that we implemented into the targeted department were:

Productivity:

- 20% increase in productivity of data entry for professional services claims.
- 40% increase in productivity of data entry for hospital claims.
- 22% increase in the professional services unit personnel’s productivity.
- 15% increase in the hospital unit personnel’s productivity.
- 32% reduction in the weekly average of “pending for processing” claims backlog.

Claims Turn Around Time:

- 28% reduction in the average of days needed for data entry of received paper claims.
- 41% reduction in the average of days required for the analysis of received claims.
- 78% reduction in the number of claims analyzed after 15 days of arrival.
- 90% reduction in the amount of interest paid as a result of claims processes after 15 days of arrival.

In addition to the quantitative results mentioned above, “Synchrony” contributed to the creation of a new results driven culture, boosting the digital transformation of the involved area, through the incorporation of new technological solutions that provided tools for analysis, planning and execution, 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 **2.5 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,

Eddie Ortiz, MD
Chief Executive Officer
International Medical Card, Inc.