

To whom it might concern:

**La Paz Grupo Hospitalario** as a part of GRUPO SERMESA, was established in 1996 in Guatemala City and in less than 20 years, has strived to improve the health of thousands of Guatemalans, providing excellent medical services.

During the period between April and December 2023, we developed the Juntos Hacia el Cambio Project together with the firm **London Consulting Group**, with the aim of optimizing the main processes, management systems and work tools, related to the Outpatient, Inpatient and Business Generation departments.

The way the changes were managed, the methodology, its application throughout the project and the “shoulder to shoulder” implementation had great benefits for our business, and it enabled us to obtain the expected results, from which we like to stand out:

**INPATIENT:**

- **60%** reduction in contraindicated discharges to the emergency room.
- **14%** reduction in emergency room care times.
- **20%** reduction in administrative discharge time for hospitalized patients with insurance.
- **81%** increase in % compliance with medical discharge time in hospitalization.

**OUTPATIENT:**

- **11%** increase in the volume of appointments attended (average of 543 additional appointments per month).
- **2%** reduction in no-show appointments.
- **7%** effectiveness in campaigns generated through the omnichannel model.

**BUSINESS GENERATION:**

- **3.65%** increase in income due to redefinition of the pricing strategy.
- **15%** increase in revenue from tomography and MRI scans due to breakdown of services.
- Definition and implementation of the governance model through the use of the profitability tool.
- Redesign of the commercial area, expanding the scope and defining the structure for its operation.

**DIGITAL TRANSFORMATION:**

- Development of automatic information connections in the cloud through a Datalake.
- Design and implementation of an identification recognition application through Artificial Intelligence in Emergencies.
- Automation of the payment procedure for medical fees.
- Automation of sending reminders for appointments, procedures, surveys, and campaigns.

**The project was satisfactory and concluded within the agreed timeframe and we achieved a ROI of 3.1: 1 at the end of the project. The forecast ROI, a year after concluding the implementation stage is 8.5: 1.**

We are happy to recommend London Consulting Group as a professional and committed firm which positively changes and organizations work culture through their shoulder-to-shoulder implementation methods, and their attainment of tangible results in a sustainable manner.

A handwritten signature in black ink, appearing to read "Pablo", is written over a light blue circular stamp. Below the signature, the text "General Manager" and "Pablo Max Ruíz Rodríguez" is printed in a small, black, sans-serif font.

General Manager  
Pablo Max Ruíz Rodríguez