

San Juan, Puerto Rico on July 2013

To whom it may concern:

Hospital Auxilio Mutuo, founded in 1883, is a leading and precursor health institution in Puerto Rico with over 530 beds to care for. It is the most complete and largest health complex in the Caribbean. It has an Adult and a Pediatrics Emergency Room, 16 Operating Rooms, a Transplant Center, a Cancer Center, a Radiotherapy Center and an extensive diversity of ancillary services areas.

During the months from January to July 2013, along with the firm London Consulting Group we developed "UNITED PROJECT" ("PROYECTO UNIDOS"). The scope of this work included the Emergency Room, Admission, Operating Room, Hospitalization, Laboratory, Radiology, Women's Imaging Center, Dieting, Supply Chain, Pharmacy, External Clinics, Billing and Collection areas.

As a result we achieved a ROI of 1.7 at the end of the project and we expect a much higher ROI one year after the completion of the project. Some of the most important achievements are:

**Quantitative Improvements:**

- A 30% reduction of Left Without Been Seen (LWBS) in the adult emergency room.
- A 17% reduction in the purchase of materials, supplies and medicines per day for adjusted patients
- A 64% reduction in the Pharmacy Stock Out, from 4.6% to 1.7% in Stock Out
- An 8% reduction in the number of days for invoice collection (Aging)
- A 21% reduction of time dedicated to the ancillary and service areas (laboratory, radiology, and Women's Imaging Center)
- A 41% reduction of time dedicated to the admission process
- A 47% reduction of time dedicated to the process of hospitalization discharge

**Qualitative Improvements:**

- A replacement of an automatic stock system was defined through the definition of minimums and maximums for each product.
- We created the culture of the use of tracking board in Adult Emergency Rooms and Operating Rooms, while constantly updating the information of said tool.
- The Operating Room has better planned rooms, and went from having an 82% compliance rate of the operating plan with an anticipated plan for 24 hours to having an 92% compliance to the plan and an anticipated plan for 48 hours
- Active Supervision tools were implemented on the Hospitalization floors which allowed us to have better control of the patients treated and discharged.
- Management Tools and Reports were redesigned and implemented in the areas worked on for this project, for the analysis of the indicators and to improve the proper decision-making.
- An equipment control system (IV PUMP) was implemented which prevented us from buying unnecessary equipment.

I finally would like to highlight the work performed by LCG in the application of their methodology as well as their commitment and the high level of professionalism of their personnel which is focused on results, therefore I have no problem in highly recommending their services.

Sincerely,



Jorge L. Matta, MHA FACHE  
Administrator  
Hospital Auxilio Mutuo