



Manatí, Puerto Rico
May 26th, 2017

To whom it may concern:

Doctors' Center Hospital, healthcare system founded in 1959 at Manatí, Puerto Rico, with current presence in San Juan, San Fernando de la Carolina, Bayamón and Manatí, recognizes **London Consulting Group's Human Development** area for their excellent collaboration in the **Change Management and Management Development** of the participating personnel in our Project "**Agentes del Cambio**".

This program was developed in parallel to the operations modules, reinforcing the **Management Skills while Generating an Optimum Level of Openness Towards Change** in our **Directive, Managerial and Supervisory** staff. This was a key factor for a successful implementation.

Some of the most relevant activities carried out were:

- ▼ **Management Skills Seminar:** This workshop was the core of the program, since in this seminar we could acquire knowledge through a dynamic training program. It is important to mention that this program was composed by 8 sessions designed specifically to reinforce the **Management and Leadership Skills of our 91 Directors, Managers and Supervisors** that participated.
- ▼ **Strategic Coaching:** On these sessions, **14** employees of our managerial staff had a weekly 1-hour private and personal space to clarify any doubts and concerns about the change process that we are experiencing. This helped to achieve to full empowerment towards the role of the key positions. At the end, this was translated into a better execution of new processes and activities required for the project.
- ▼ **Project's Communication Program:** This program was methodically unfolded during the project, enabling us to communicate on a visual and effective way the milestones, progress and achievements of the project. Also, it's important to mention that keeping this constant communication with our staff was a key element to achieve a **Shared Vision** regarding the relevance of this project for our company.

Without a doubt, this **Change Management** program was very important for our organization, and we reiterate our full recommendation for **London Consulting Group's Human Development Area** for their professionalism, commitment and efficiency to execute a program of this nature.



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CEO

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Manatí, Puerto Rico. June 2017

To whom it may concern,

With 58 years of history, Doctor's Center Hospital is an exemplary hospital experience in Puerto Rico which provides the most advanced medicine, ultra-modern installations and state-of-the-art technology. We currently administer more than 600 hospital beds which are distributed within our hospitals throughout the municipalities of Manatí, Bayamón, San Juan and Carolina.

With the objective of improving our denials management within our hospitals, we carried out in conjunction with London Consulting Group a project called "Proyecto Agentes del Cambio" (Agents of Change Project) which looked at optimizing de processes executed by the Utilization department in our Manatí, Bayamón, San Juan y Carolina hospitals between November 2016 and June 2017.

During this period the following results were attained:

- Reducing the denials throughout the group of hospitals by 38% in May 2017 when compared with 2016.
- Increasing the objectives fulfilment for case reviews by 37% throughout the group of hospitals in May 2017 compared with October 2016.
- Implementing Control Panels and Operational Reports which shifted our management's focus towards achieving results, providing active supervision, and improving the performance of the denials.
- Implementing a Utilization's Corrective Actions Plan Committee in conjunction with the medical faculty and the different departments of the hospital, in order to permanently analyse the causes of the denials and to implement the appropriate corrective actions.
- Implementing a management model which included periodic feedback meetings between the different levels of the organization (operative, management, and executive).

What has been mentioned above, combined with the training provided to our personnel on Developing Managerial Abilities, guaranteed the continuance of the work systems by changing the employee's work culture within the organization.

London Consulting Group has fulfilled the expectations which were established at the beginning of the project, and has surpassed our expectations by attaining an estimated return on investment (ROI) of **4.7 : 1** when the project was finalized, and a projected annual ROI of **17 : 1**.

Due to what has been mentioned, we highly recommend **London Consulting Group** as they are a very professional and committed company which has an excellent work methodology. They are capable of realizing improvement projects that positively impact the businesses which they work with.

Best Regards,

Dr. Carlos Blanco Ramos
President