



HOSPITAL PUNTA PACÍFICA

Afiliado a Johns Hopkins Medicine International

Panama City, Panama, March 2017

To whom it may concern,

Punta Pacífica is the leading private health care services provider in Panamá, JCI and ISO 9000 certified, and first in Latin America and the Caribbean to be affiliated to Johns Hopkins Medicine International. Our physicians, specialists and staff are leaders in the country in their areas of specialty. We deliver high quality health care solutions to our patients in our world class facilities.

In our constant quest to improve our service and efficiency levels, we implemented "Project AIM" from September 2016 to April 2017, with the support of London Consulting Group. In this Project, we carried out some very important improvement initiatives in the processes of **Operating Rooms, Hospitalization, and Patient Billing and Records**. After successfully completing these initiatives, we can confirm that the work performed by LCG has aided us to consolidate solid results and is helping us to transform our management culture and discipline.

With the help of the project, our EBITDA shows a **70%** improvement. Additionally, some of the most important achievements attained are:

OR

- **18 percentage points increase in OR utilization.**
- **48% increase in the amount of surgeries (emergency and electives).**
- **Identification of the main drivers and restrictions for the OR planning and scheduling.**
- **Definition of the lists of materials by procedure and MD.**
- **Implementation of a surgical plan management model with standard times by medical procedures.**

Patient Billing and Records

- **Implementation of a management model for active and preventive collection, in the different segments.**
- **87% reduction (dollars) in accounts pending to invoice.**
- **99% reduction (dollars) in invoices pending to send to the collection process.**
- **61% reduction of dollar deviations in the invoicing of maternity packages.**
- **Reduction in past due accounts:**
 - **Local insurance companies: 11 percentage points.**
 - **International insurance companies: 9 percentage points.**
 - **Other businesses: 28 percentage points.**

Hospitalization

- **22% reduction of the cost of personnel in the physical security areas with the redesign of the shifts roll.**
- **18% efficiency increase in overtime use in nursing areas.**
- **12 percentage points increase in bed management data reliability.**
- **Implementation of a staffing plan model that grants the fulfillment of the nurse – patient standard ratios.**
- **EHR Implementation in the nursing areas, facilitating the proper coordination among areas involved.**

Customer Service

- **Implementation of a KPI based management model synchronized with the operational and commercial models (Appointments central, Insurance and Customer Service)**

Thus, I am pleased to recommend London Consulting Group as a highly professional and committed firm, that constantly thrives to achieve sustainable and substantial results for their clients, serving as a very valuable tool to achieve the highest goals.

Rafael Cohen
CEO

Hospital Punta Pacífica

