



April, 2015

To whom it may concern:

*Medicare y Mucho Más (MMM)* is a health plan especially designed to benefit the elderly and disabled population of Medicare. Was founded in 2001, becoming the first Medicare Advantage plan established in Puerto Rico, and we are committed to provide healthcare coverage to eligible Medicare beneficiaries.

Between August 2014 and March 2015 we implemented a project called: "Continuous Improvement". This initiative was carried out in collaboration with London Consulting Group, which included the redesign of processes within 3 departments in the area of Pharmacy: Operations, Utilization and Medication Adherence.

Example of some important achievements of this project:

- 55% reduction of cases denied for lack of information
- 14 percentage points improvement in Reviews of Non Compliance with Criteria
- 7 percentage points improvement in Statin, Hypertension and Diabetes Medication Adherence measures.

Additionally, we developed activities and tools that directly impact the efficiency of processes, including:

- Design and implementation of the capacity plan of the Pharmacy Clinical Unit.
- Design of the 12 Block Tool to prioritize the utilization strategy.
- In the Field Implementation of the Medication Adherence Program as part of the Pharmacy Driven Initiatives.
- Implementation of governance model, based on the management of key indicators of productivity as well as root cause analysis and the definition of action plans.
- Management Skills Seminar was offered to promote professional development and cultural change of key supervisory positions in the area.

The financial benefits obtained through the Continuous Improvement Project showed a projected annual return on investment at the end of the project of 3 to 1. Based on the aforementioned, MMM is pleased to recommend London Consulting Group as a professional and committed company with a highly effective methodology to develop these types of projects.

Sincerely,

A handwritten signature in blue ink, appearing to read "Nury Toledo-Núñez", is written over a large, light blue circular scribble.

Nury Toledo-Núñez, Pharm.D  
Vicepresident of Pharmacy  
MMM Holdings, Inc.