

Ponce, Puerto Rico, November 2017

To whom it may concern:

Hospital Episcopal San Lucas, Ponce, has a history of over 100 years of service in the southern part of Puerto Rico. As the largest hospital center in the region, it offers specialized services in such areas as cardiology, pediatrics, obstetrics/gynecology, surgery, radiology/imaging, clinical lab, adult and pediatric emergency rooms, social services, and neonatal and pediatric intensive care units, among others. The Medical Faculty is composed of more than 350 members with their respective medical specialties and subspecialties.

Between January and October 2017, in conjunction with London Consulting Group, we developed the "Optimus" Project, which focused on improving the level of efficiency in the processes related to the operating rooms, including the purchasing department and laboratory, which form part of the "Hospital San Lucas".

We would like to highlight some of the results that we achieved:

- ✓ 18% increase in the operating room's utilization %.
- ✓ 1 hour and 21 minutes reduction in patient's waiting time.
- ✓ 78% reduction in inventory adjustments.
- ✓ 53% reduction in expired inventory.
- ✓ 31% increase in inventory reliability.
- ✓ 34% reduction in expired platelets.

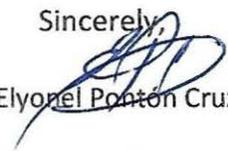
Additionally, we carried out key activities which improved the level of productivity, such as:

- Implementing phased shifts which vary according to the demand.
- An indicator-based management model and a management model which facilitated analysis and action plan definition were implemented, which allowed us to focus our efforts on other tasks which required it.

As a result of the implemented initiatives, we quantified the economic benefits and they yielded a return on investment ROI of **0.8 to 1** at the end of the project, with a forecasted ROI of **1.9 to 1** after a year's time.

Due to this, we recommend London Consulting Group as a professional and committed firm which has an effective methodology which allows them to develop these types of improvement projects.

Sincerely,



Elyonel Pontón Cruz, MHSA, MBA

Operational Executive Director