



February 6, 2020

To Whom It May Concern:

Salud Integral en la Montaña (SIM) is a private, non-profit, community-based organization which has been incorporated into the State Department since 1974. Known by the federal government as the “Federally Qualified Health Center”, it has a grant issued under section 330 of the Federal Public Health Law.

SIM provides primary and preventive health care to communities with scarce resources and limited medical care through Comprehensive Health Care Centers, which are in Barranquitas, Bayamón, Comerío, Corozal, Naranjito, Orocovis and Toa Alta. SIM also provide medical assistance to over 50,000 patients living on the Mountain.

Between July 2019 and January 2020, we developed, in conjunction with London Consulting Group, the FESSE reengineering project which focused on improving the management processes, optimizing the operation’s processes, tools, and organizational structure, and improving the service provided by the Emergency Rooms at Naranjito, Toa Alta, Barranquitas and Orocovis. This was done as part of Salud Integral en la Montaña, Inc’s continuous improvement initiatives.

The way change was managed, the dedication displayed by the members of the team, the applied methodology and the way it evolved throughout the different phases of the project, were very useful to our organization, and it enabled us to achieved our fixed objectives, of which the following stand out:

SIM Emergency Rooms:

- **34%** increase in the Medical teams’ productivity.
- **17%** increase in the nurse teams’ productivity.
- Improving the level of service fulfillment rate and the laboratory’s response time to: **98%**
- Reducing the Turn Around Time (TAT) by: **16%**

Implementations:

- Implementing management forums and a Management model.
- Implementing operative and support tools for the different processes.
- Implementing the daily and weekly routines for key posts. (Head Nurse)

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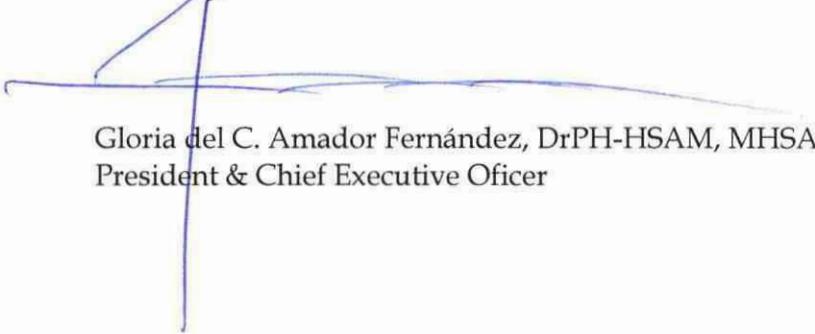
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- Implementing controls and indicators which support the follow up and decision-making processes.

The project was successfully concluded with the **24 programmed weeks, generating a ROI of 0.6 to 1 by the end of the project** with an **annualized forecasted return of 2.3 to 1**. Additionally, to the quantitative results, it is important to acknowledge the changes made to our personnel's work culture, which leaves us with a solid foundation on which to achieve our medium- and long-term goals.

We are happy to recommend London Consulting Group as a professional and committed firm, with an excellent work methodology, that positively impact an organization's work culture through their shoulder to shoulder implementation and the attainment of tangible results in a sustainable manner.

Sincerely,



A handwritten signature in blue ink, consisting of a series of loops and a long horizontal stroke, positioned above the typed name.

Gloria del C. Amador Fernández, DrPH-HSAM, MHSA
President & Chief Executive Officer