













As shown in Table 1, the initial average response time has been reduced 13.5% and the percentage of calls served in with a transport time less than ten minutes is 58%, after one month of partial pilot tests. It is expected that after the full deployment of the total number of ambulances (given by scenario III) equipped with navigator devices, and the implementation of motorcycles and the Interact system, the international average response time benchmark can be achieved.

#### **4. Conclusions**

This work has two main contributions; It proposes a new conceptual approach for improving EMS operations by adapting the lean transportation concepts and methodology (Simmons et al., 2004; Villarreal 2012; Sternberg et al., 2013) for this purpose and; provides the first application of this approach to improve the level of response time for the Mexican Red Cross operations located in the Monterrey metro area. Additional applications of the approach are required to enhance concepts and methodology.

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