

PROJECT VIGNETTE 2 OF 3

Emergency medical transport strategy into results

Mayo Clinic | Process ownership and sustained business improvement

The problem

Jim conducted a one-day strategic planning session with about 25 physicians and administrators that established objectives for the next five years. The emergency medical transport organization then asked Jim to help turn that plan into action.

The approach

Working with about 25 employees, Jim facilitated the design of a value chain for the entire business. The team named its processes, defined their charters and objectives, and assigned owners to critical processes. Improvement continued in subgroups coached by Jim and led by process managers. Even though the leadership changed, the new administrator continued the work, focusing on billing and receivables management. Software was selected to automate the redesigned processes.

The result

Billing cycle time fell from 63 to 15 days, and days revenue outstanding fell from 270 to 60 days. Approximately \$18 million in cash was recovered from the receivables pipeline. The new software implementation went smoothly. Ten years later, the business manager told Jim that the system was still used daily and that the organization had moved from among the lowest financial performers to among the top.

Could this help your organization

Consider this approach when a strategic plan needs an operating structure that can sustain improvement through leadership changes. Could the collective wisdom of your team, organized around clear processes and accountable owners, turn your AI deployment objectives into lasting results?

Basis: Jim Rogers' firsthand account, September 2026; ten-year follow-up reported by the business manager. Figures describe this engagement. The approximately \$18 million is reported cash recovered from the receivables pipeline, not annual recurring savings.