Author’s response to reviews

Title: One size does not fit all: A qualitative content analysis of the importance of existing quality improvement capacity in the implementation of Releasing Time to Care: The Productive Ward™ in Saskatchewan, Canada.

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Author’s response to reviews: see over
November 27, 2014

Dear Professor Gagnon,

Thank you for the opportunity to revise and resubmit our manuscript: One size does not fit all: A qualitative content analysis of the importance of existing quality improvement capacity in the implementation of Releasing Time to Care: The Productive Ward™ in Saskatchewan, Canada (MS: 1039583630122019).

We appreciate the second review of the manuscript and welcome all of the reviewer’s comments. Please find enclosed our response to the reviewer’s comments. We have addressed the comment in the following document and included line numbers to indicate where in the manuscript the changes occur.

We look forward to hearing from you again.

Yours Sincerely,

Jessica Hamilton
Health Quality Council, Saskatchewan
Reviewer Louise Parker

I strongly suggest that the authors provide a few sentences with references on the controversy surrounding Lean Management.

Thank you for this suggestion. We appreciate these thoughts and the suggestion for the reference. In the discussion section, on lines 615-619 we include a short description of controversy surrounding Lean Management. Additionally, we include a note that an evaluation of Saskatchewan’s implementation of the Lean Management system is ongoing and we provide a reference to a study describing this evaluation.

Though this study focused on the implementation of a government mandated program based on lean principles, and not on an evaluation of Lean itself, it is important to acknowledge the critiques that exist towards Lean methodology and implementation. As Saskatchewan embarks on a provincial wide implementation of Lean a formal evaluation is ongoing and will consider previous research of Lean.