Author’s response to reviews

Title: Critical Success Factors for the successful initiation of Lean in public hospitals in KwaZulu-Natal: A factor analysis and Structural Equation Modelling study

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Author’s response to reviews:
RESUBMISSION

Dear Editor

Please find attached corrected/reviewed article.

- Added abbreviations list
- Agreed to the declarations

Regarding the Institutional consent, this article does not contain any results. The institution has not given permission to publish results, but they gave consent to conduct the research. We will anonymise the data in the OTHER ARTICLES. This article has no results of the study.

We corrected the bibliography as much as we could. Please note that we used EndNote to do the bibliography and selected the “Human Resources for Health journal” referencing format. This referencing style unfortunately doesn’t include the journal ISSUE NUMBER in the bibliography. However, we have corrected as much as we could. We think the journal may have to manually validate the references as sometimes a reference validation software programme/tool may not validate properly, e.g. the abbreviation “IT” may be read as the word “it”.

We trust this is in order.

Kind regards

Prof Fields and Dr Naidoo

Dear Editor and Reviewer

Thank you for the opportunity to resubmit the manuscript for possible publication in your esteemed journal.

The suggested changes were made and the feedback on each proposed change is attached as a supplementary document, titled "Response to reviewers". We hope this is acceptable.

Herewith the feedback as well:

RESPONSE TO REVIEWERS’ REPORTS (IN RED FONT):

HRHE-D-18-00059R1

Critical Success Factors for the successful initiation of Lean in public hospitals in KwaZulu-Natal: A factor analysis and Structural Equation Modelling study

Logandran Naidoo; Ziska Fields, Ph.D

Human Resources for Health

Please refer to tracked changes in the manuscript.
Reviewer reports:

Reviewer #1: While the written English is acceptable the article can be improved with some editing to make it more readable.

Editing has been done after critical readers review of article.

A paragraph describing how LEAN is used in similar regions and countries will be of interests.

This has now been added.

It is my belief that reference to other managerial strengthening approaches will make the case stronger for clear LEAN results criteria.

I also believe that the article would be improved with a brief section on how the result factor can be implemented.

These have now been added/ addressed.

Reviewer #2: Congratulations on writing a very interesting and topical article, which I have no doubt will contribute significantly to improved efficiency and improved strategic management of KZN hospitals.

When referring to data please use 'data were' and NOT 'data was'

This has now been addressed.
I do however find the lack of an ethics section within the body of the manuscript a major flaw in the manuscript. Did the Managers sign consent forms? how did you maintain confidentiality and anonymity? How did you actually collect the data from the managers? I did not see any information related to this? How did you perform the random sampling of the managers? What were the inclusion and exclusion criteria? It is my opinion that this details needs inclusion please. It is not sufficient to make only the broad statements which you have made. Other researchers may wish to replicate this study in other Provinces, and they do not have sufficient data to do this.

These issues have all been addressed now. There is an ethics section in the article. It does indicate that managers signed consent forms. I have described how confidentiality and anonymity was maintained. I elaborate on how data was actually collected from managers. I described the random sampling. I added the inclusion and exclusion criteria to the manuscript.

I also find the use of a secondary reference disturbing in a study at the high research level I believe that this study is.

This has been corrected.

Please advise if anything else is required.

Kind regards

Ziska Fields