Reviewer’s report

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

Version: 2 Date: 27 May 2019

Reviewer: Luca Ianni

Reviewer's report:

Background

This section should be enhanced in terms of:

- literature review;
- definition and importance of the critical success factors (CSFs) in Lean initiation.

You cite and refer to an influential study involving a systematic review of 33 articles on PubMed, Web of Science and Business Resource Premier. There are further systematic reviews, recently published and concerning much more articles, also in relation, among others, to success factors. Please, explain the reason of this choice.

" .... Apart from the elaborate description of the challenges and success factors for Lean implementation, mainly in non-health organizations, in reviewed literature, there was death of studies in the healthcare sector ... " . In the last years there were different studies about lean in healthcare sector, albeit there is still much to learn regarding some under-investigated or overlooked issues about this field. Please make it clearer.

While, as a matter of fact, very few studies were concerned with healthcare context in South Africa.

Results

In order to make this section clearer it would be more useful to "shift" table 8 "Critical Success Factors for Lean initiation in hospitals" from subsection "critical success identified in this study" to subsection "exploratory factor analysis and confirmatory factor analysis" (p. 13).
**Level of interest**

Please indicate how interesting you found the manuscript:

An article of importance in its field

**Quality of written English**

Please indicate the quality of language in the manuscript:

Acceptable

**Declaration of competing interests**

Please complete a declaration of competing interests, considering the following questions:

1. Have you in the past five years received reimbursements, fees, funding, or salary from an organisation that may in any way gain or lose financially from the publication of this manuscript, either now or in the future?

2. Do you hold any stocks or shares in an organisation that may in any way gain or lose financially from the publication of this manuscript, either now or in the future?

3. Do you hold or are you currently applying for any patents relating to the content of the manuscript?

4. Have you received reimbursements, fees, funding, or salary from an organization that holds or has applied for patents relating to the content of the manuscript?

5. Do you have any other financial competing interests?

6. Do you have any non-financial competing interests in relation to this paper?

If you can answer no to all of the above, write 'I declare that I have no competing interests' below. If your reply is yes to any, please give details below.

I declare that I have no competing interests

I agree to the open peer review policy of the journal. I understand that my name will be included on my report to the authors and, if the manuscript is accepted for publication, my named report including any attachments I upload will be posted on the website along with the authors' responses. I agree for my report to be made available under an Open Access Creative Commons CC-BY license (http://creativecommons.org/licenses/by/4.0/). I understand that any comments which I do not wish to be included in my named report can be included as confidential comments to the editors, which will not be published.

I agree to the open peer review policy of the journal.