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: 3 Date: 30 Jul 2019

Reviewer: Ernest Tambo

Reviewer's report:

The paper assesses the Critical Success Factors for the successful initiation of Lean in public hospitals in KwaZulu-Natal in SA.

Major correction

The paper of critical indices are there related to preparing for Lean activities implementation or performance evaluation, effectiveness and efficiency? this is very confusing and appear authors understand little on the subject matter on positivist paradigm!

- Important it is not clear how and for what purpose the authors use the positivism paradigm to define and evaluation Critical Success Factors identified in this study? and how the outcome results interpretation substantiate the findings as presented- quite poor and questionable

-The method of questionnaire administration lacks clear precision, open ended or what?? self-administered, structured questionnaire??

- The results section start with Certain variables were eliminated during EFA ..... the criteria of inclusion and influence of the removal is not assessed? or provided in the results and not reported in the discussions on confounders?*

- Authors should provide concise and informative info on value-added work or NON?

- Authors require more intensive and coherent manuscript, the present shape and insights do not provide details and comprehension to lay readers for example the sentences' is vague' Substantial resource constraints in the face of increasing demands on the health care system are cited as important factors which underlay the mismanagement in public sectors such as health [13]. '

- Are these elements critical or necessary orelse'the context, content, application, and outcome of Lean'

- please provide more details in relation to these: Three critical success factors (CSFs) were identified in this study: Strategic leadership and organisational attitude; Integration of Lean elements, tools and techniques; and Basic stability in operational processes
Minor comments

The references should be updated

The Enghigh should be scientifically sound

The tables and figures should be rechecked and labelled appropriately

Level of interest
Please indicate how interesting you found the manuscript:

An article whose findings are important to those with closely related research interests

Quality of written English
Please indicate the quality of language in the manuscript:

Not suitable for publication unless extensively edited

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.

None
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.