

5<sup>th</sup> International Congress on

# Healthcare & Hospital Management

December 03-04, 2018 | Rome, Italy

## Lean six sigma methodology in Saudi healthcare organizations: Drawing the topography of an unexplored territory

**Mahmoud Abdelfattah Radwan**

Royal Commission Health Services, Saudi Arabia

**Purpose:** The purpose of this research is to identify the perceived benefits, the critical success factors and the expected challenges associated with implementing Lean Six Sigma methodology in healthcare taking Saudi Arabia as an example for developing countries.

**Methodology:** This research study is based on quantitative approach through a structured self-administered questionnaire (SAQ) disseminated to healthcare leaders and quality professionals working in different healthcare organizations in Saudi Arabia to collect empirical data to be statistically analyzed to reach, valid and objective conclusions. The results have been compared to similar studies conducted in developed countries like USA and UK.

**Findings:** The study has concluded that Lean Six Sigma is still in its evolution stage in healthcare especially in developing countries identifying process improvement, waste reduction, lead/cycle time reduction and medical errors reduction as the main benefits while top management commitment, understanding Lean Six Sigma tools and techniques, effective communication and teamwork skills as the most crucial factors for success. Resistance to change and inability to sustain improvements are the most frequent and difficult challenges. Basic quality tools requiring no or simple statistical knowledge are more important and frequently used in healthcare unlike tools relying on advanced statistics. Conducting workshops with hands on training is essential as it is the most effective training method for Lean Six Sigma.

**Originality/value:** The paper focuses on exploring the topography of Lean Six Sigma implementation in Saudi healthcare organizations as an example of developing countries identifying the perceived benefits and expected challenges associated with it in addition to the critical success factors (CSFs) required for effective implementation. The paper is based on a newly designed self-administered questionnaire (SAQ) which covers comprehensively the different areas of the research study. Literature review showed scarcity in the studies exploring this area in healthcare compared to other sectors and in developing countries compared to developed countries.