Appendix 1 BPR critical success factors and their items

BPR critical success factors

Adequate financial resources

Increase in hospital's income

The required financial resources

Efficient and effective financing system

Top management commitment and support

To maintain the BPR reform

To support the BPR reform

To engage technical staff in decision making

Training needs

Adequacy of staff knowledge on BPR

Technical competency of staff to implement the BPR

Adequacy of training staff received

Collaborative working environment

A good working relationship among staffs

Enough and competent technical and administration staff

Opportunities to learn from successes and challenges

Flatter structure

Staff involved in developing plans for improving quality

The right team members were structured to process the reform

Clear channel of communication in place

Information technology

Functioning computers in place for IT

Enough internet access

Easy and time-efficient reporting systems

Adapted from 12 16 20 21 22 38