

# **Driving Operational Excellence in Healthcare: The Second Wave of CI Improvement Projects at the University Medical City, Oman**

**Yousuf Al Khamisi**

Chair, Continuous Improvement Committee  
University Medical City  
[Yusuf1@squ.edu.om](mailto:Yusuf1@squ.edu.om)

## **Abstract**

The University Medical City launched its second wave of Continuous Improvement (CI) projects to institutionalize a culture of operational excellence and enhance patient care outcomes. This wave built upon the foundational success of Wave 1 by engaging 14 cross-functional teams in high-impact improvement efforts aligned with strategic priorities. Using Lean Six Sigma and the DMAIC methodology, each team addressed a specific process gap identified through frontline feedback and performance data. Key initiatives included optimizing recruitment processes, reducing cycle time in medical supply and biomedical procurement, enhancing the palliative patient experience, and reducing medication prescribing errors. Several clinical and operational workflows were streamlined, including the timely supply of blood products, pretransfusion testing, and lab sticker separation in the clinical biochemistry lab. Projects also targeted improved queue management in the main pharmacy, enhanced adherence to medication reconciliation policies, and the documentation of patient visit durations within the revenue department. Wave 2 resulted in measurable process enhancements, such as reduced delays, improved compliance, increased patient satisfaction, and greater staff ownership of change. The initiative demonstrated the growing maturity of CI capability within the organization and reinforced leadership commitment to evidence-based, team-driven transformation. This abstract outlines the strategic framework, implementation process, selected outcomes, and key lessons from Wave 2 as a model for scalable improvement in complex healthcare systems.

## **Keywords**

Continuous Improvement, Lean Six Sigma, Healthcare Process Optimization, Operational Excellence, DMAIC.