

EXECUTIVE SUMMARY

Sri Lanka has a unique traditional Ayurveda medicine system which was originated 5000 years ago. The Department of Ayurveda was established in 1961 under Ayurveda Act No 31 to develop efficient and effective Ayurveda medicine system in the country. The technical unit of the Ayurveda Department is a sole regulatory body which regulates Ayurveda medical services in the private Ayurveda sector. The availability of fake Ayurveda service centres and low-quality of Ayurveda drugs are rapidly growing due to the malfunctioning of the regulatory body. These directly affect the quality of Ayurveda health services in the private sector, wellness tourism and the health of the public. Root cause analysis, fish-bone diagram and available data used to analyze the key problem. The Lean Six Sigma approach is used to find the errors, wastage and delays in the process.

The Ayurveda Commissioner is the highest position of the Department of Ayurveda (DoA). There are one Deputy Commissioner, three Assistant Commissioners, chief Accountant, three Accountants, and around 460 workers working at DoA. There are four Ayurveda Teaching Hospitals, six Research Hospitals, seven Herbal Gardens and National Institute of Traditional Medicine functioning directly under the DoA. The SWOT analysis used to identify the strengths, weaknesses, opportunities, and threats of the DoA. In 2018, among submitted applications, 66% were taken more than four months for completion of the certification process while 19% of applications were taken 3 months duration. Insufficient capacity, corruptions, and weak management of the technical unit also expand the time duration of the certification process.

The literature review brings theoretical suggestions to overcome from this sector drawback. It shows the connection of the system approach in all actions relating to the process of any management scenario to achieve a set of organizational goals. The policy decisions show the directions, coherence and continuity to the principle of action which needed for the regulatory process. Most of the service processes are slow due to too much works inventory and document management processes which leads to the complexity of the service offering. The Lean Six Sigma approach turns the organizational goal for a perfect service with an accelerated speed by improving customer satisfaction, cost reductions, quality improvement, and utilization of system approach. Training and

capacity building change and reshape both the organization and the working environment. Training activities are positively related to training outcomes as training increased organizational performance. The project is planned to complete by using the component such as policy reform, process improvement and capacity building and training.

Registering Ayurveda services in the private sector is a policy-driven by Ayurveda act and act handed over power to the administration to prepare rules and regulations and implement them. The administration of DoA does not focus on the preparation of rules and regulation and neglect the guidance given by act since 1961. This ignorance raises many issues in the Ayurveda sector. To solve this problem this project proposed to prepare policy framework, legalization of rules and regulation by expertise officials in the Ayurveda sector. Slow manual registering process, slow inspection report submission and less supervision has weakened the functions of the regulatory body. This project suggested applying a new IT system and filing system while re-arranging the technical unit layout with sufficient equipment. The main system will be linked to the provincial Ayurveda Departments. Redesign of the technical unit, introduce drug sample managing methods help to change the working environment of the technical unit. Training and awareness programs will be raised the capacity of the staff. The suggested awareness programs will change the attitude of staff and stakeholders by preparing better-client oriented relationships among staff and clients.

The service quality of the Ayurveda sector will be depending on the accuracy of the regulatory process. The insufficient uses of IT technology, less capacity, fewer facilities and absence of legal boundaries are recognized as factors for slow and mal regulatory process. These weaknesses of the DoA have made negative influences on the safety of public health and improvement of wellness tourism in Sri Lanka. Therefore, this project suggested improving the regulatory process of the technical unit by introducing new policies, rules and regulations, new IT system, file managing system while developing the capacity of the staff of the technical unit. Better awareness of the new regulation and regulatory process of the stakeholders and staff will develop the client pattern relationship. The developed regulatory mechanism will enhance the quality of Ayurveda service in the private sector. This will help to grab \$ 359 billion worthy global wellness market to Sri Lanka while making an easy business environment for the Ayurveda sector.