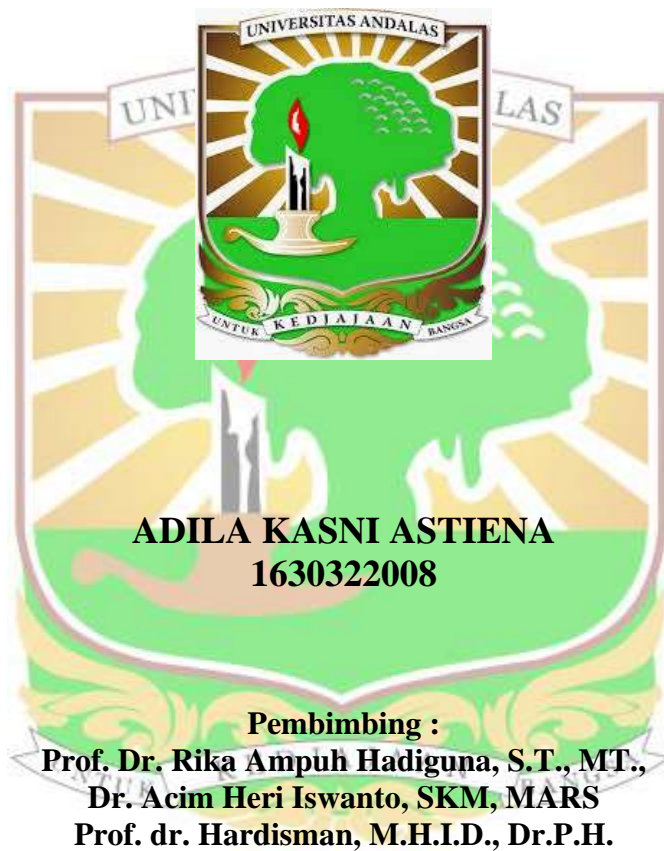


**MODEL PENINGKATAN MUTU LAYANAN RAWAT JALAN
BERBASIS *LEAN MANAGEMENT* DI RUMAH SAKIT
(STUDI KASUS RUMAH SAKIT UMUM DAERAH)**

Disertasi



**PROGRAM STUDI S3 KESEHATAN MASYARAKAT
FAKULTAS KEDOKTERAN UNIVERSITAS ANDALAS
PADANG
2022**

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BERBASIS *LEAN MANAGEMENT* DI RUMAH SAKIT
(STUDI KASUS RUMAH SAKIT UMUM DAERAH)**

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ABSTRAK

Studi di beberapa rumah sakit menunjukkan bahwa mutu layanan rawat jalan masih dibawah standard, terutama di rumah sakit pemerintah. *Lean management* merupakan perspektif untuk meningkatkan mutu dengan cara mereduksi dan mengeliminasi pemborosan. Tujuan penelitian ini adalah untuk membangun model peningkatan mutu layanan rawat jalan berbasis *Lean Management* di rumah sakit. Penelitian ini terdiri dari 5 tahap, yaitu *Analyze, Design, Develop, Implementation* dan *Evaluation* (ADDIE). Disain penelitian ini adalah *mixed method*. Penelitian dilakukan di RSUD X pada November 2019- November 2021. Disain kuantitatif digunakan untuk mengidentifikasi permasalahan waktu pelayanan dan menguji efektivitas model. Sampel sebanyak 151 orang pada fase *analyze* dan fase *evaluation*. Data dikumpulkan melalui kuantifikasi waktu layanan dan pengisian kuesioner. Data ditampilkan berupa tabel dan gambar berdasarkan dimensi *service time, Value Analysis Time, dan Value Stream Map*. Disain kualitatif berperan untuk mengeksplorasi permasalahan, penyebab, disain solusi dan pembentukan model. Variabel kualitatif yaitu *value* proposisi pelanggan, *customer value (QCDSM)*, dan pemborosan (*DOWNTIME*). Informan berjumlah 27 orang dari pasien, pelaksana pelayanan, dan pihak manajemen. Data dikumpulkan secara observasi, *indepth interview*, studi dokumentasi dan *Focus Group Discussion (FGD)*. Data diolah secara reduksi, *display data* dan penarikan kesimpulan. Hasil penelitian menunjukkan bahwa *lead time* layanan rawat jalan adalah 5 jam 36 menit 54 detik yang sebagian besar (95%) bersifat pemborosan dalam bentuk *wait*. Secara kualitatif ditemukan 4 variabel *value* proposisi pasien, *pasien value* dan pemenuhannya, identifikasi *waste*, penyebab *waste* dan disain solusi. Disain yang terbentuk menjadi model peningkatan mutu layanan rawat jalan yang efektif meningkatkan *value-added-ratio (VAR)* sebesar 15,4% dibandingkan sebelumnya.

Kata Kunci: Rawat Jalan, *Waste, Customer Value, Lean Management*

**MODEL OF OUTSTANDING SERVICE QUALITY IMPROVEMENT
BASED ON LEAN MANAGEMENT IN HOSPITAL
(CASE STUDY OF A REGIONAL GENERAL HOSPITAL)**

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ABSTRACT

Studies in several hospitals showed that the quality of outpatient services is still below standard, especially in government hospitals. Lean management is a perspective to improve quality by reducing and eliminating waste. The purpose of this study was to build a model for improving the quality of outpatient services based on Lean Management in hospitals. This research consists of 5 stages, namely Analyze, Design, Develop, Implementation and Evaluation (ADDIE). The design of this research is mixed methods. The study was conducted at a Regional General Hospital of West Sumatera in November 2019-November 2021. Quantitative research was used to identify service time problems and test the effectiveness of the model. A sample of 151 people in the analysis phase and evaluation phase. The data were collected by observation using the form for filling in the service time and a questionnaire. The data displayed is in the form of tables and images based on the dimensions of service time, Value Analysis Time, and Value Stream Map. Qualitative design plays a role in exploring problems, causes, solution design and model formation. Qualitative variables based on the dimensions of customer value proposition, customer value (QCDSM), and waste (DOWNTIME). The informants obtained were 27 people from patients, service providers, and management. Data were collected by observation, in-depth interviews, documentation studies and Focus Group Discussions (FGD). Data is processed by reduction, displaying data and drawing conclusions. The results showed that the lead time for outpatient services was 5 hours 36 minutes 54 seconds, most of which (95%) were wasteful in the form of waiting. Qualitatively found 4 variables of customer value proposition, customer value and fulfillment, identification of waste, causes of waste and design of solutions. The design that is formed becomes a model for improving the quality of outpatient services that effectively increases the value-added-ratio (VAR) by 15.4% compared to the previous one.

Keywords: Outpatient, Waste, Customer Value, Lean Management