

ABSTRAK

Latar Belakang : RS PELNI menjadi RS rujukan COVID-19. Selama Pandemi jumlah pegawai yang terkena COVID-19 dengan rata-rata kasus 37 per bulan, angka *Positivity rate* 4%, *Morbidity rate* 1,9%, *mortality rate* 0,5% periode Maret 2020 sampai Januari 2021. RS PELNI telah menerapkan *Lean management* dalam proses bisnis di setiap unitnya sejak tahun 2014.

Metode : Metode penelitian ini adalah Kualitatif deskriptif. Metode ini digunakan untuk mengidentifikasi sistem kesehatan pegawai selama Pandemi COVID-19 dan untuk melihat dampak penerapan *Lean management*.

Hasil dan Pembahasan : Adaptasi yang dilakukan pada Pandemi COVID-19 di unit kerja RS PELNI sudah terotomatisasi menggunakan *lean management* dengan penerapan sebesar 75%. Adaptasi berbasis *Lean management* berfokus terhadap pengelolaan kesehatan pegawai, peran pemimpin dalam proses adaptasi, partisipasi pegawai untuk mengurangi penularan COVID-19, dan keikutsertaan pegawai meningkatkan rasa aman sesuai filosofi *respect to people* untuk menurunkan penularan COVID-19 di masyarakat. 33,82% penularan COVID-19 disebabkan oleh kontak dengan anggota keluarga, 22,06% tidak didapatkan faktor risiko dan 11,76% disebabkan penggunaan transportasi umum massal. 70% pegawai setuju sistem pengelolaan kesehatan pegawai selama Pandemi COVID-19 perlu mendapat perhatian yang cukup besar. 75% pegawai sangat setuju bahwa keikutsertaan pegawai dalam meningkatkan rasa aman dapat menurunkan angka penularan COVID-19 di masyarakat. Proses adaptasi selama Pandemi COVID-19 sudah terotomatisasi menggunakan *Lean management* untuk meningkatkan keselamatan kerja pegawai.

Kesimpulan : Proses adaptasi yang dilakukan pada Pandemi COVID-19 di unit kerja Rumah Sakit PELNI menggunakan pendekatan *lean management* yang berfokus terhadap pengelolaan kesehatan pegawai, peran serta pemimpin dalam proses adaptasi, peran serta pegawai untuk meningkatkan rasa aman di lingkungan kerja.

Kata Kunci : Sistem kesehatan pegawai, *Lean management*, Pandemi COVID-19

ABSTRACT

Background: PELNI Hospital becomes a COVID-19 referral hospital. During the Pandemic the number of employees affected by COVID-19 with an average of 37 cases per month, positivity rate 4%, Morbidity rate 1.9%, mortality rate 0.5% for the period March 2020 to January 2021. PELNI Hospital has implemented Lean management in business processes in each unit since 2014.

Methods: This research method is descriptive qualitative. This method is used to identify employee health systems during the COVID-19 pandemic and to see the impact of implementing Lean management.

Results and Discussion: The adaptation carried out during the COVID-19 pandemic in the PELNI Hospital work unit has been automated using lean management with an implementation of 75%. Lean management-based adaptation focuses on managing employee health, the role of leaders in the adaptation process, employee participation to reduce the transmission of COVID-19, and employee participation in increasing a sense of security according to the philosophy of respect to people to reduce transmission of COVID-19 in the community. 33.82% of COVID-19 transmission was caused by contact with family members, 22.06% had no risk factors and 11.76% was due to the use of mass public transportation. 70% of employees agree that the employee health management system during the COVID-19 pandemic needs considerable attention. 75% of employees strongly agree that employee participation in increasing a sense of security can reduce the transmission rate of COVID-19 in the community. The adaptation process during the COVID-19 pandemic has been automated using Lean management to improve employee safety.

Conclusion: The adaptation process carried out during the COVID-19 Pandemic in the PELNI Hospital work unit uses a lean management approach that focuses on managing employee health, the role of leaders in the adaptation process, the participation of employees to increase a sense of security in the work environment.

Keywords: Employee health system, Lean management, COVID-19 pandemic