

INTISARI

Latar belakang: Rumah Sakit Pertamina Balikpapan telah menerapkan *lean management* pada tahun 2018. *Lean* adalah suatu pendekatan yang dapat memberikan produk atau pelayanan dengan kualitas terbaik dalam waktu sesingkat mungkin, dengan biaya serendah mungkin dengan cara menghilangkan berbagai pemborosan (*waste*) dalam suatu alur proses. Sebagian besar karyawan sudah terpapar dengan *lean management* melalui pelatihan dan sosialisasi yang dilakukan oleh tim *lean*, namun belum pernah dilakukan *assessment* kesiapan dan penerimaan karyawan terhadap *lean management*.

Tujuan: Mengukur kesiapan dan penerimaan karyawan terhadap implementasi *lean management*.

Metode: Penelitian ini menggunakan metode penelitian studi kasus *eksploratoris*. Studi kasus digunakan untuk menggali permasalahan yang berkaitan dengan kesiapan dan penerimaan karyawan atas implementasi *Lean management*. Teknik pengumpulan data kuantitatif berupa survey dengan menggunakan kuesioner *Stakeholder-based Lean Readiness Framework* (LRF) dan *Lean in healthcare Questionnaire* (LiHcQ). Sedangkan data kualitatif dengan *in depth interview*. Unit analisis dalam penelitian ini adalah tim *Lean* yang telah dibentuk dan melakukan implementasi *Lean management*.

Hasil dan pembahasan: Kesiapan *lean* Rumah Sakit Pertamina Balikpapan yang dianalisis menggunakan *fuzzy* dan *Euclidean* didapatkan hasil 6.14, dengan jarak HLR 4 pada nilai 2.057 yang bermakna “*close to ready*”, yang bermakna bahwa siap untuk memulai *lean journey*, namun belum sampai tahap siap sepenuhnya dan belum memiliki *continuous improvement* yang baik. Indikator paling kuat pada keselamatan pasien dan pegawai (LRF 6.4). Indikator paling lemah yaitu kerja sama dengan supplier (LRF 5.1). Beberapa unit layanan masih memiliki tingkat kesiapan “*Average to ready*”, yaitu unit cathlab, farmasi, hubungan masyarakat, manajemen bisnis, rekam medis dan sumber daya manusia, sedangkan sebagian besar unit yang lain sudah memiliki kesiapan “*close to ready*”. Aspek-aspek kesiapan yang masih kurang perlu ditingkatkan, belum ada karyawan yang memiliki ekspertisi khusus mengenai *lean management*, masih rendahnya keterlibatan dokter, perawat, dan karyawan dari yang paling junior sampai paling senior, kesiapan *Lean sensei* dan tim dan keterlibatan supplier dan customer dalam *lean*. Penerimaan *lean* Rumah Sakit Pertamina Balikpapan yang dinilai melalui *lean maturity* berada pada *maturity level 5* yaitu *high lean maturity* terbanyak pada indikator pelayanan yang berfokus pada pasien dan *maturity level 1* yaitu *low lean maturity* terbanyak pada indikator komitmen karyawan.

Kesimpulan: Rumah Sakit Pertamina Balikpapan dinilai hampir siap untuk memulai penerapan *lean management*, namun aspek-aspek kesiapan yang masih kurang harus ditingkatkan agar rumah sakit dapat sepenuhnya siap dalam implementasi *lean management*. Penerimaan *lean* Rumah Sakit Pertamina Balikpapan yang dinilai melalui *lean maturity* berada pada *maturity level 5* yaitu *high lean maturity*.

Kata Kunci: *Lean healthcare*, kesiapan, penerimaan

ABSTRACT

Background: Pertamina Hospital Balikpapan has implemented lean management in 2018. Lean is an approach that can provide the best quality products or services in the shortest possible time, at the lowest possible cost by eliminating various wastes in a process flow. Most of the employees have been exposed to lean management through training and socialization conducted by the lean team, but there has never been an employee readiness assessment and acceptance of lean management.

Objectives: Measuring the readiness and acceptance of employees towards the implementation of lean management.

Method: This research uses an exploratory case study research method. Case studies are used to explore problems related to the readiness and acceptance of employees for the implementation of Lean management. Quantitative data collection techniques are in the form of a survey using a Stakeholder-based Lean Readiness Framework (LRF) and Lean in healthcare Questionnaire (LiHcQ) questionnaire. While qualitative data with in depth interviews. The unit of analysis in this research is the Lean team that has been formed and implements Lean management.

Results and Discussion: The lean readiness of Pertamina Hospital Balikpapan which was analyzed using fuzzy and Euclidean results obtained 6.14, with a distance of HLR 4 at a value of 2,057 which means "close to ready", which means that it is ready to start the lean journey, but has not yet reached the fully ready stage and does not yet have a continuous good improvement. The strongest indicator of patient and employee safety (LRF 6.4). The weakest indicator is cooperation with suppliers (LRF 5.1). Some service units still have an "Average to ready" level of readiness, namely cathlab, pharmacy, public relations, business management, medical records and human resources units, while most of the other units already have "close to ready" readiness. The aspects of readiness that still lack need to be improved, there are no employees who have special expertise on lean management, the low involvement of doctors, nurses, and employees from the most junior to the most senior, the readiness of Lean sensei and the team and the involvement of suppliers and customers in lean. Lean acceptance of Pertamina Hospital Balikpapan, which is assessed through lean maturity, is at maturity level 5, namely high lean maturity with the most patient-focused service indicators and maturity level 1, low lean maturity with the most employee commitment indicators.

Conclusion: Pertamina Hospital Balikpapan is considered almost ready to start implementing lean management, but the aspects of readiness that are still lacking must be improved so that the hospital can be fully prepared for the implementation of lean management. Lean acceptance of Pertamina Balikpapan Hospital assessed through lean maturity is at maturity level 5, namely high lean maturity.

Keywords: Lean healthcare, readiness, acceptance.