



KESIAPAN ORGANISASI DALAM IMPLEMENTASI *LEAN MANAGEMENT* DI RSUD BAGAS WARAS KLATEN

INTISARI

Latar Belakang: RSUD Bagas Waras Klaten (RSBW) menunjukkan adanya inefisiensi dan *waste* yang perlu ditangani, sehingga penerapan *lean management* diperlukan untuk meningkatkan mutu pelayanan dan efisiensi. Walaupun implementasi *lean* telah terbukti meningkatkan mutu, keamanan, efektivitas, serta efisiensi biaya, namun ada potensi kegagalan jika elemen-elemen kesiapan tidak terpenuhi. Pengukuran kesiapan *lean management* diperlukan untuk mengidentifikasi elemen-elemen yang dapat menghambat atau mendukung implementasi *lean*, sehingga dapat memprediksi keberhasilan implementasi *lean*.

Tujuan: Mengukur kesiapan organisasi dalam implementasi *lean management* di RSUD Bagas Waras Klaten

Metode: Penelitian ini merupakan studi kasus eksplanatori dengan desain studi kasus tunggal holistik. Data kuantitatif diperoleh melalui instrumen *Modified-Lean Readiness Framework* (M-LRF) kepada 76 responden yang dipilih secara acak dari 5 unit prioritas rumah sakit. Data kualitatif diperoleh melalui wawancara mendalam kepada 5 responden yang berperan sebagai pemimpin di unit prioritas.

Hasil: Nilai D(HLRI, HLRI) terdekat adalah 2,21 dan setara dengan label linguistik “*average ready*”. Berdasarkan perhitungan CCI, elemen terkuat RSBW yaitu Pasien dan Pelanggan Lainnya (LRF4), sedangkan elemen terlemah yaitu Kelompok *Supplier* (LRF5). Sub-elemen terkuat adalah Keselamatan Pasien dan Karyawan (LRF6.4), sedangkan sub-elemen terlemah adalah Posisi *Lean* di Institusi (LRF1.4). Hambatan yang ditemui dalam kesiapan organisasi mengimplementasi *lean management* antara lain Aspek Pimpinan dan Kepemimpinan, Konsultan dan Tim *Lean*, serta Atribut Institusi Kesehatan.

Kesimpulan: Tingkat kesiapan organisasi dalam implementasi *lean management* di RSBW adalah “*average ready*”.

Kata kunci: *lean management, lean readiness, lean readiness framework*



ORGANIZATIONAL READINESS IN IMPLEMENTING LEAN MANAGEMENT AT RSUD BAGAS WARAS KLATEN

ABSTRACT

Background: RSUD Bagas Waras Klaten (RSBW) shows inefficiencies and wastes that need to be addressed, so the implementation of lean management is needed to improve service quality and efficiency. Although lean implementation has been proven to improve quality, safety, effectiveness and cost efficiency, there is a risk for failure if readiness elements are not met. Measuring lean management readiness is necessary to identify the elements that can hinder or support lean implementation and to predict the success of lean implementation.

Objectives: To assess organizational readiness in implementing lean management at RSUD Bagas Waras Klaten

Methods: This research employs explanatory case study method with single holistic case study design. Quantitative data are acquired through Modified-Lean Readiness Framework (M-LRF) instrument and a simple random sampling are used to select 76 participants from five hospital main areas. Qualitative data are collected through in-depth interview conducted on 6 respondents as leaders in hospital main areas.

Results: The closest $D(HLRI, HLRI)$ value is 2.21 equivalent to “Average Ready” linguistic label. Closeness coefficient (CC_i) of the M-LRF elements shows the strongest element in RSBW is Patients and Other Customer Groups (LRF4) and the weakest is Supplier Group (LRF5), while the strongest in sub-element is Patient and Employee Safety (LRF6.4) and the weakest is Instituting Lean Positions (LRF1.4). Inhibiting aspects in implementing lean management are Leadership and Executive Team, Lean Sensei and Team, and Healthcare Institution Attributes.

Conclusions: RSUD Bagas Waras Klaten Readiness in Implementing Lean Management is “average ready”.

Keywords: lean management, lean readiness, lean readiness framework