

ABSTRAK

Latar belakang: Laboratorium rumah sakit memiliki peran penting dalam penegakan diagnosis, pemantauan pasien selama masa rawat inap, serta pencegahan dan pengobatan terhadap penyakit. Peningkatan kualitas pelayanan laboratorium melalui implementasi *lean healthcare* dapat diupayakan dengan *lean tools* di antaranya yakni *Value Stream Mapping* (VSM) untuk mengidentifikasi lama waktu yang dibutuhkan untuk menyelesaikan suatu proses, waktu tunggu antara langkah-langkah dalam proses tersebut serta mengungkapkan *waste*.

Tujuan: Penelitian ini bertujuan untuk menganalisis optimalisasi pelayanan laboratorium di RSU PKU Muhammadiyah Delanggu dengan pendekatan *lean healthcare* menggunakan VSM

Metode: Jenis penelitian ini adalah *action research*. Penelitian dimulai dengan melakukan observasi terhadap proses pelayanan laboratorium menggunakan *value stream mapping*, *gemba walk*, dilanjutkan dengan wawancara dan *focus group discussion* (FGD) bersama staf yang terlibat. Berdasarkan *current state map* dan identifikasi *waste* yang ditemukan, dibuat rencana dan implementasi *tools* perbaikan pelayanan dievaluasi kembali hasilnya terhadap proses pelayanan laboratorium.

Hasil penelitian: *Waste* yang terjadi di laboratorium ada lima jenis yaitu *waiting*, *non utilizing talent*, *inventory*, *over production*, dan *motion*. Implementasi *tools* untuk *waste* yang teridentifikasi yakni dengan menerapkan *kaizen*, *5R/5S*, dan diagram *pick*. *Kaizen* sebagai perbaikan kecil-kecil secara terus menerus sejalan dengan *5R* yakni ringkas, rapi, resik, rawat, dan rajin. Efisiensi proses diukur dari *lead time*, *waiting time*, dan *value added ratio* (VAR). Tindakan intervensi *lean healthcare* berhasil menurunkan *lead time* 1,2%, menurunkan *waiting time* 40,9%, dan berhasil meningkatkan VAR sebanyak 15,9% sebagai bukti adanya dampak yang positif. Tidak didapatkan perbedaan yang signifikan LT dan VAR sebelum dan sesudah implementasi.

Kesimpulan: Efisiensi proses pelayanan laboratorium dengan *lean healthcare* mampu meningkatkan Tindakan intervensi *lean healthcare* berhasil meningkatkan VAR dan menurunkan *waste*.

Kata kunci: *lean healthcare*, *Value Stream Mapping*, *waste*, laboratorium

ABSTRACT

Background: Hospital laboratories have an important role in the diagnosis and monitoring of patients. Improving the quality of laboratory services through implementing lean healthcare can be pursued through lean tools including Value Stream Mapping (VSM) to identify the length of time required to complete a process, the waiting time between steps in the process, and reveal waste.

Objective: Implement lean healthcare approach using VSM to optimize laboratory services at RSU PKU Muhammadiyah Delanggu

Method: The design of this study was action research. The research began with observing the laboratory service process using value stream mapping, and gemba walk, followed by interviews and focus group discussions (FGD) with staff involved. Based on the current state map and the identification of waste found, a plan was made and the implementation of service improvement tools was re-evaluated on the results of the laboratory service process.

Results: five types of waste occur in the laboratory: waiting, non-utilizing talent, inventory, overproduction, and motion. Implementing tools for the identified waste is by applying kaizen, 5R/5S, and pick diagram. Kaizen as a small continuous improvement is in line with the 5Rs, namely concise, neat, clean, maintain, and diligent. Process efficiency is measured by lead time, waiting time, and value-added ratio (VAR). Lean healthcare intervention measures succeeded in reducing lead time by 1.2%, waiting time by 40.9%, and increasing VAR by 15.9% as evidence of a positive impact. However, the results of statistical tests on lead time and VAR showed no significant difference between before and after implementing lean tools.

Conclusion: The lean healthcare approach to optimization of laboratory services can minimize waste found and increase VAR.

Keywords: lean healthcare, Value Stream Mapping, waste, laboratory