

INTISARI

Latar Belakang: Implementasi *Lean Management* di sektor kesehatan telah menjadi strategi populer untuk meningkatkan efisiensi operasional, namun evaluasi komprehensif mengenai *sustainability* penerapannya masih terbatas, khususnya dampaknya terhadap efisiensi operasional dan *Return on Investment* (ROI).

Tujuan: Mengevaluasi *sustainability* implementasi *Lean Management* dan pengaruhnya terhadap efisiensi operasional serta ROI di RS ST. Elisabeth Semarang.

Metode: Penelitian menggunakan *explanatory sequential mixed methods design* dengan analisis data sekunder dari 34 unit implementasi *Lean Management* (54 proyek), dilanjutkan *Focus Group Discussion* dengan 25 partisipan dan *indepth interview* dengan *key informant* untuk menggali faktor pendukung dan penghambat *sustainability*.

Hasil: Implementasi *Lean Management* pada jangka menengah (1,5 th) mencapai *sustainability* dengan dampak terukur: penurunan Biaya Operasional Pendapatan Operasional (BOPO) 0,15%, peningkatan *profit* 0,22-0,24%, kenaikan Google Rating dari 4,2 menjadi 4,6 dan ROI 131,71% dengan *Payback period* 5,2 bulan. Program *Waiting Time Reduction* efektif dengan *Value Added Ratio* rata-rata 16,15% ($p=0,021$), sedangkan *cost Reduction* menghasilkan penghematan rata-rata 0,4% ($p=0,042$). Faktor pendukung *sustainability* : Pendekatan Partisipatif dalam Pengembangan ide, Kemampuan Adaptasi dan Pembelajaran Berkelanjutan, Keterlibatan Total Karyawan, Budaya Kolaborasi Lintas Unit, Pembudayaan dalam kebiasaan harian, Kepemimpinan *Transformational* (menginspirasi, memotivasi) dan *Coaching* (mengembangkan individu). Faktor penghambat *sustainability*: Keterbatasan Pemahaman Konseptual, Inkonsistensi Follow-up dan Monitoring, Kesulitan dalam Pengukuran dan Evaluasi, Diskontinuitas Implementasi, serta belum adanya standardisasi formal.

Kesimpulan: Implementasi *Lean Management* pada pengukuran jangka menengah (1,5 th) terbukti *sustainable* dan menguntungkan secara finansial dengan rekomendasi pengembangan standardisasi formal dan peningkatan konsistensi implementasi.

Kata Kunci: *Lean Management*, Efisiensi Operasional, *Sustainability*, *Return on Investment*, Rumah Sakit

ABSTRACT

Background: *Implementation of Lean Management in healthcare has become a popular strategy to improve operational efficiency, but comprehensive evaluation of implementation sustainability remains limited, particularly its impact on operational efficiency and Return on Investment (ROI).*

Objective: *To evaluate the sustainability of Lean Management implementation and its influence on operational efficiency and ROI at ST Elisabeth Hospital Semarang.*

Methods: *This study employed an explanatory sequential mixed methods design with secondary data analysis from 34 Lean Management implementation units (54 Projects), followed by Focus Group Discussions with 25 participants and in-depth interviews with key informants to explore supporting and inhibiting factors of sustainability.*

Results: *Medium-term implementation of Lean Management (1.5 years) achieved sustainability with measurable impact: BOPO reduction of 0.15%, profit increase of 0.22-0.24%, Google Rating improvement from 4.2 to 4.6, and ROI of 131.71% with a Payback period of 5.2 months. The Waiting Time Reduction program was highly effective with an average Value Added Ratio of 16.15% ($p=0.021$), while Cost Reduction generated average savings of 0.4% ($p=0.042$). Supporting factors for sustainability include: Participatory Approach in idea development, Adaptability and Continuous Learning capabilities, Total Employee Engagement, Cross-unit Collaborative Culture, Integration into daily practices, Transformational Leadership (inspiring, motivating) and Coaching (developing individuals). Inhibiting factors for sustainability include: Limited Conceptual Understanding, Inconsistent Follow-up and Monitoring, Difficulties in Measurement and Evaluation, Implementation Discontinuity, and absence of formal standardization.*

Conclusion: *Medium-term implementation of Lean Management (1.5 years) proved to be sustainable and financially beneficial, with recommendations for developing formal standardization and improving implementation consistency.*

Keywords: *Lean Management, Operational Efficiency, Sustainability, Return on Investment, Hospital*