

ABSTRAK

Latar Belakang: Pentingnya pelayanan rawat jalan yang efisien dan berkualitas di Indonesia. Berdasarkan Undang-Undang Nomor 17 Tahun 2023 tentang Kesehatan, yang menjamin akses kesehatan bagi semua individu. Dan Keputusan Menteri Kesehatan Nomor 129 tahun 2028 tentang Standar Pelayanan Minimal Rumah Sakit bahwa standar tunggu pasien di rawat jalan yaitu ≤ 60 menit. Namun pada pelaksanaannya RS Pertamina Cirebon masih menghadapi tantangan waktu pelayanan rawat jalan melebihi 60 menit, antrian panjang dan proses administratif yang tidak efisien. Untuk meningkatkan kualitas layanan dan memenuhi standar waktu tunggu, mengusulkan penerapan *Lean Management* dan penggunaan aplikasi *Mobile JKN* sebagai solusi untuk mengurangi pemborosan waktu dan meningkatkan pengalaman pasien sesuai Saran *Institute of Medicine* (IOM).

Tujuan: Penerapan *Lean Management* untuk menurunkan waktu tunggu dalam proses pelayanan di klinik *neurologi* RS Pertamina Cirebon.

Metode: Penelitian ini menggunakan pendekatan *Action Research* dengan metode *Participatory Action Research (PAR)*. Jenis penelitian *Mixed Methode* dimana data kualitatif melalui observasi dan *Focus Group Discussion (FGD)*, sedangkan data kuantitatif diambil dari pengukuran waktu tunggu dengan menguji *lead time (LT)*, *Value Added Rasio (VAR)* penggunaan aplikasi *Mobile JKN* terhadap waktu tunggu proses pelayanan di klinik *neurologi* sebelum sesudah intervensi dan kuesioner untuk mengetahui kepuasan pasien.

Hasil: Penerapan *Lean Management* di Klinik *Neurologi* RS Pertamina Cirebon berhasil menurunkan waktu tunggu pelayanan dari rata-rata 1 jam 53 menit menjadi 29 menit 41 detik dan penerapan aplikasi *Mobile JKN* juga berkontribusi positif dengan 64,71% pasien merasa puas.

Kesimpulan: Penerapan *Lean Management* berdampak terhadap perbaikan *waste*, perbaikan *lead time* serta berhasil meningkatkan kepuasan pasien. Perbaikan sistem pendaftaran digital berkontribusi signifikan dalam mempermudah proses, mengurangi pemborosan waktu, dan meningkatkan efisiensi layanan. Riset menunjukkan bahwa integrasi strategi *lean* dengan *Mobile JKN* mengoptimalkan pengalaman pasien dalam pelayanan kesehatan.

Kata Kunci: *Lean Management*, Waktu Tunggu, Pelayanan Kesehatan, *Aplikasi Mobile JKN*

ABSTRACT

Background: The importance of efficient and quality outpatient services in Indonesia. Based on Law Number 17 of 2023 concerning Health, which guarantees access to health for all individuals. And Decree of the Minister of Health Number 129 of 2028 concerning Minimum Hospital Service Standards that the standard waiting time for outpatients is ≤ 60 minutes. However, in its implementation, Pertamina Cirebon Hospital still faces challenges of outpatient service times exceeding 60 minutes, long queues and inefficient administrative processes. To improve service quality and meet waiting time standards, propose the implementation of Lean Management and the use of the Mobile JKN application as a solution to reduce wasted time and improve patient experience according to the Institute of Medicine (IOM) recommendations.

Objective: Implementation of Lean Management to reduce waiting times in the neurology clinic at Pertamina Hospital, Cirebon.

Method: This study used a Participatory Action Research (PAR) approach. This mixed-method study used qualitative data through observation and focus group discussions (FGDs), while quantitative data were collected by measuring waiting times by examining lead time (LT), the value-added ratio (VAR) of the use of the JKN Mobile application on waiting times in the neurology clinic before and after the intervention, and a questionnaire to determine patient satisfaction.

Results: The implementation of Lean Management at the Neurology Clinic at Pertamina Hospital, Cirebon, successfully reduced wait times from an average of 1 hour 53 minutes to 29 minutes 41 seconds. The implementation of the Mobile JKN application also contributed positively, with 64.71% of patients reporting satisfaction.

Conclusion: The implementation of Lean Management resulted in reduced waste, improved lead times, and increased patient satisfaction. Improvements to the digital registration system significantly simplified the process, reduced wasted time, and increased service efficiency. Research shows that integrating lean strategies with Mobile JKN optimizes the patient experience in healthcare.

Keywords: Lean Management, Waiting Time, Health Services, Mobile JKN Application