

**PENGARUH IMPLEMENTASI *LEAN MANAGEMENT* DALAM
PENGURANGAN WAKTU TUNGGU DAMPAKNYA TERHADAP *PATIENT
EXPERIENCE*: STUDI KASUS DI INSTALASI RAWAT JALAN RS YUKUM
MEDICAL CENTRE, LAMPUNG TENGAH**

INTISARI

Latar Belakang: *Patient experience* merupakan representasi pengalaman pasien sepanjang alur pelayanan. RS Yukum Medical Centre telah mengimplementasikan *lean management* untuk memperbaiki alur pelayanan dan menurunkan waktu tunggu pasien di instalasi rawat jalan. Namun, evaluasi terhadap *patient experience* belum dikaji secara komprehensif.

Tujuan: Penelitian ini bertujuan untuk menganalisis pengaruh implementasi *lean management* dalam pengurangan waktu tunggu pelayanan terhadap *patient experience* pasien di instalasi rawat jalan RS Yukum Medical Centre.

Metode: Penelitian ini menggunakan desain *mixed methods* dengan data kuantitatif diperoleh melalui instrument *Picker Patient Experience Questionnaire* (PPE) dan data kualitatif dikumpulkan melalui wawancara mendalam pada pasien rawat jalan setelah penerapan *Lean Management*.

Hasil: Hasil kuantitatif dengan survei PPE menunjukkan bahwa lebih dari 80% pasien menilai pengalaman pelayanan rawat jalan secara keseluruhan dalam kategori baik, terutama pada dimensi informasi dan edukasi, koordinasi pelayanan, kenyamanan fisik, dukungan emosional, serta keterlibatan keluarga. Temuan kualitatif mengungkapkan bahwa pasien merasakan alur pelayanan yang lebih cepat, lebih teratur, dan lebih pasti, disertai komunikasi yang lebih jelas serta koordinasi antar petugas yang lebih baik. Integrasi temuan *mixed methods* menunjukkan adanya konvergensi antara penurunan waktu tunggu secara kuantitatif dan persepsi pasien terhadap peningkatan kelancaran alur pelayanan dan ditemukannya divergensi parsial pada dimensi kontinuitas dan transisi.

Kesimpulan: Implementasi *lean management* dalam pengurangan waktu tunggu di Instalasi Rawat Jalan RS Yukum Medical Centre berdampak positif terhadap *patient experience*, dengan hasil pengukuran menggunakan instrumen PPE dan wawancara menunjukkan kategori baik (rata-rata skor >70%) serta integrasi hasil yang konvergen. *Lean management* berpengaruh langsung pada dimensi koordinasi pelayanan serta kontinuitas dan transisi pelayanan, dan berpengaruh tidak langsung pada dimensi informasi dan edukasi, kenyamanan fisik, serta dukungan emosional pasien.

Kata kunci: *lean management*, waktu tunggu, *patient experience*, rawat jalan, rumah sakit.

**THE EFFECT OF LEAN MANAGEMENT IMPLEMENTATION ON
WAITING TIME REDUCTION AND ITS IMPLICATIONS FOR PATIENT
EXPERIENCE: A CASE STUDY OF THE OUTPATIENT DEPARTMENT AT
YUKUM MEDICAL CENTRE HOSPITAL, CENTRAL LAMPUNG**

ABSTRACT

Background: Patient experience represents patients' experiences throughout the entire service pathway. Yukum Medical Centre Hospital has implemented lean management to improve service flow and reduce patient waiting time in the outpatient department. However, evaluation of patient experience has not yet been comprehensively examined.

Objective: This study aims to analyze the influence of lean management implementation in reducing service waiting time on patient experience among patients in the outpatient department of Yukum Medical Centre Hospital.

Methods: This study employed a mixed methods design. Quantitative data were obtained using the Picker Patient Experience Questionnaire (PPE), while qualitative data were collected through in-depth interviews with outpatient patients after the implementation of Lean Management.

Results: Quantitative results from the PPE survey showed that more than 80% of patients rated their overall outpatient service experience as good, particularly in the dimensions of information and education, care coordination, physical comfort, emotional support, and family involvement. Qualitative findings revealed that patients experienced faster, more organized, and more predictable service flow, accompanied by clearer communication and better coordination among healthcare staff. Integration of the mixed methods findings showed convergence between the quantitative reduction in waiting time and patients' perceptions of improved service flow, with partial divergence found in the continuity and transition dimension.

Conclusion: The implementation of Lean Management in reducing waiting time in the Outpatient Department of Yukum Medical Centre Hospital has a positive impact on patient experience. Measurements using the PPE instrument and interviews indicate good results (average score >70%) with convergent integration. Lean Management directly influences the dimensions of care coordination as well as continuity and transition of care, and indirectly influences the dimensions of information and education, physical comfort, and emotional support.

Keywords: lean management, waiting time, patient experience, outpatient services, hospital.