



KESIAPAN IMPELENTASI *LEAN MANAGEMENT* DI RUMAH SAKIT PANTI RAPIH YOGYAKARTA

READINESS FOR LEAN MANAGEMENT IMPLEMENTATION IN PANTI RAPIH HOSPITAL YOGYAKARTA

ABSTRAK

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Latar Belakang: Efisiensi proses dengan *lean management* sebagai *cost containment* dapat menjadi solusi rumah sakit untuk menekan biaya yang dikeluarkan namun tetap menjaga kualitas pelayanan. Berbagai hasil penelitian secara umum menunjukkan terdapat perbaikan keluaran setelah penerapan *lean management*, namun tidak semuanya signifikan. Hal ini menunjukkan bahwa penerapan *lean managment* di pelayanan kesehatan tidaklah mudah. Kesiapan rumah sakit merupakan faktor penentu keberhasilan implementasi *lean management*. Maka dari itu perlu dilakukan penelitian untuk mengetahui kesiapan RS Panti Rapih dalam implementasi *lean managment*.

Tujuan: Mengukur kesiapan implementasi *lean management* di Rumah Sakit Panti Rapih.

Metode: Penelitian ini menggunakan metode penelitian studi kasus eksploratoris dengan desain studi kasus tunggal holistik. Kesiapan implementasi *lean management* diukur menggunakan instrumen *Lean Readiness Framework* untuk mendapatkan nilai *Healthcare institution Lean Readiness Index* (HLRI).

Hasil: Nilai HLRI RS Panti Rapih 5,50. Elemen yang paling lemah adalah Kelompok Supplier. Pihak supplier dinilai paling tidak siap karena supplier RS Panti Rapih belum dapat menyediakan layanan sesuai alur proses yang diinginkan manajemen. Kesulitan menyesuaikan pihak supplier sesuai alur proses yang diinginkan rumah sakit disebabkan karena supplier itu sendiri merupakan pihak ketiga yang berada di luar wewenang rumah sakit.

Kesimpulan: Tingkat Kesiapan RS Panti Rapih dalam implementasi *lean management* adalah “*Average Ready*” dengan Kelompok Supplier sebagai elemen paling lemah.

Kata Kunci: kesiapan, *lean management*, *lean readiness framework*, *supplier*



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ABSTRACT

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Background: Lean management as a cost containment strategy become known as a solution for any efficiency problems faced by hospital managers, especially in the era of universal health coverage. Many studies showed better outcomes after implementing lean management in hospital but some came up with insignificant numbers. These results disclosed that implementing lean management in hospital is an arduous effort. Healthcare institution readiness is a key success factor in lean management implementation. Thus it is important to assess Panti Rapih Hospital's readiness before the lean journey begins.

Objective: To assess Panti Rapih Hospital's readiness for lean management implementation.

Method: This was a case study using Lean Readiness Framework Instrument to figure out Healthcare Institution Lean Readiness Index (HLRI) value.

Result: The HLRI value for Panti Rapih Hospital was 5,50 with "Low Ready" Supplier Groups. The top management has to work on supplier involvement and alignment by aligning the supplier's vision and mission to the healthcare institution. Healthcare institution has to involve in developing a lesser number of strategic and qualified suppliers.

Conclusion: Panti Rapih Hospital's readiness for lean management implementation was "Average Ready". Top management has to work on "Low Ready" Supplier Groups element.

Keywords: *readiness, lean management, lean readiness framework, supplier groups*