

INTISARI

Minimnya pengetahuan manajemen rumah sakit terhadap kondisi rumah sakit dan urgensi penerapan *lean*, serta tingginya biaya penerapan *lean* menyebabkan banyak rumah sakit di Indonesia belum menerapkan *lean healthcare*. Penerapan *lean healthcare* dapat dilakukan dengan melihat pada konsep *lean* yang sudah umum diterapkan di dunia manufaktur. Transformasi *lean manufacture assessment tool* menjadi salah satu cara dalam pendekatan pengembangan *lean healthcare assessment tool*.

Penelitian ini berfokus pada pengembangan *lean healthcare assessment tool* dasar berdasarkan dua *lean manufacture assessment tool* yakni *Lean Enterprise Self-Assessment Tool* dan *Strategos Lean Assessment Tool*. Pengembangan dilakukan dengan empat tahap, (1) pengembangan berdasarkan literatur studi, (2) pengembangan pertama di rumah sakit, (3) pengembangan kedua di rumah sakit, dan (4) pengembangan lanjutan di rumah sakit. Selanjutnya *lean healthcare assessment tool* dilakukan uji validitas dan reliabilitas.

Hasil penelitian ini menunjukkan bahwa pengembangan *lean healthcare assessment tool* dari *lean manufacture assessment tool* dapat dilakukan dengan cara melakukan transformasi poin pertanyaan sesuai dengan dunia medis dan melakukan observasi serta wawancara untuk melihat relevansi pertanyaan terhadap kondisi di rumah sakit. Hasil transformasi tersebut didapatkan poin pertanyaan yang tidak relevan untuk diterapkan di rumah sakit. Validitas *tool* dijaga dengan menggunakan 3 aspek yakni (1) transferabilitas, (2) kredibilitas, dan (3) konfirmabilitas dari awal pengembangan hingga penilaian rumah sakit. Uji reliabilitas *lean healthcare assessment tool* dengan metode *cronbach alpha* memiliki nilai $> 0,6$ sehingga *tool* tersebut dapat digunakan. Hasil akhir *lean healthcare assessment tool* digunakan sebagai tahap awal dalam penerapan konsep *lean* di rumah sakit sehingga memiliki parameter general dan holistik.

Kata kunci: *Lean assessment tool, lean healthcare assessment tool, lean manufacture assessment tool, lean enterprise self-assessment tool, strategos lean assessment tool*

ABSTRACT

Limited information of hospital's current condition, lack sense of urgency and high cost for implementing lean healthcare are the main reasons many hospitals in Indonesia does not provide the lean healthcare concept yet. Implementing lean healthcare can be conducted by adopting lean concept that is commonly applied in manufacturing. Transforming lean manufacture assessment tool into lean healthcare assessment tool become one of the ways.

This study focus on the development of basic lean healthcare assessment tool based on two lean manufacturing assessment tools. Those tools are Lean Enterprise Self-Assessment Tool and Strategos Lean Assessment Tool. The development is conducted in four stages, (1) development based on literature study, (2) first development in hospital, (3) second development in hospital, and (4) third development in hospital. Furthermore, lean healthcare assessment tool is tested with validity and reliability test.

The results of this study indicate that the development of lean healthcare assessment tool from lean manufacturing assessment tool can be implemented. The development stages are (1) Transforming questions from manufacture-based into medical-based, (2) observing hospitals condition, and (3) do an interview with expertises in lean healthcare. Validity *tool* is maintained by using 3 aspect which are, (1) transferability, (2) credibility, and (3) confirmability from development stage until assessment stage at hospital. Reliability test for lean healthcare assessment tool using cronbach alpha method has an outcome $>0,6$ so the tool can be used. The final result of lean healthcare assessment tool has general and holistic parameter that can be used as initial step for implementing lean concept at hospital.

Keywords: *Lean assessment tool, lean healthcare assessment tool, lean manufacture assessment tool, lean enterprise self-assessment tool, strategos lean assessment tool*