

INTISARI

ANALISIS KESESUAIAN PENJADWALAN OPERASI DAN PENURUNAN PEMBIAYAAN KASUS OPERASI CAESAR *SEVERITY LEVEL I*(SATU) SETELAH IMPLEMENTASI *SLOT SYSTEM* DAN *CASE MANAGER* SEBAGAI PENERAPAN DARI *LEAN MANAGEMENT*

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Latar belakang: Peningkatan jumlah pasien pasien yang dilakukan tindakan bedah pada era JKN menyebabkan peningkatan pada persentase penundaan dan pembatalan operasi. Seperti halnya di rumah sakit PELNI pada tahun 2013 dengan rata-rata jumlah operasi sekitar 8,46 / hari, angka penundaan operasi adalah sekitar 4 persen dan angka pembatalan operasi 1,8 %. Peningkatan jumlah operasi menjadi 19 / hari menyebabkan angka penundaan operasi meningkat menjadi 6 %/ bulan di tahun 2014. Dari jenis operasi didominasi oleh operasi caesar yang terus meningkat setiap tahunnya. Pembatalan atau penundaan operasi dapat menyebabkan peningkatan pembiayaan, serta komplikasi dari penyakit itu sendiri. Metode *lean* diterapkan oleh kamar bedah rumah sakit PELNI sejak tahun 2015, melalui penerapan *slot system* dan *case manager* untuk dapat memberikan pelayanan bedah yang efektif dan efisien.

Tujuan: Untuk membuktikan bahwa *lean management* melalui penerapan *slot system* dan *case manager* dapat diterapkan untuk memperbaiki kinerja kamar operasi di kamar bedah Rumah Sakit PELNI dalam rangka meningkatkan kinerja rumah sakit.

Metode: Desain penelitian kuantitatif dengan rancangan penelitian *pre and post design study one group*, dan penelitian kualitatif dengan metode deskriptif melalui pengamatan/observasi terhadap implementasi proses.

Hasil dan pembahasan: persentase pembatalan dan penundaan operasi : paska implementasi *slot system* dan *case manager* , dihasilkan penurunan rata-rata penundaan operasi sebesar 2,43% dengan p -value 0,033, untuk pembatalan operasi sebesar 0,63% dengan p -value 0,063. Secara analisis deskriptif terjadi penurunan penundaan operasi dari 5,19% menjadi 2,76%, dan pembatalan operasi dari 1,55% menjadi 0,92%. Pembiayaan operasi caesar *severity level I*(satu): paska implementasi secara analisa deskriptif terjadi penurunan pembiayaan sebesar Rp. 1.110.224 pada perawatan kelas I, Rp. 226.919 pada perawatan kelas II, dan Rp. 588.539 pada hak perawatan kelas III, namun secara statistik hal tersebut tidak bermakna dengan p -value > 0,05. Hasil observasi bisnis proses: proses bisnis *slot system* dan *case manager* memberikan mekanisme persiapan operasi untuk mencegah ketidaksiapan, dan sistem ini sesuai dengan konsep *lean management*.

Kesimpulan dan saran: implementasi *slot system* dan *case manager* secara statistik memberikan pengaruh terhadap persentase penundaan operasi. Pada analisa deskriptif terlihat penurunan persentase penundaan dan pembatalan operasi, serta pembiayaan operasi caesar *severity level I* (satu).

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ANALYSIS OF THE SURGERY SCHEDULLING SUITABILITY AND THE COST DECREASING OF CAESAREAN SECTION SEVERITY LEVEL I (ONE) AFTER THE IMPLEMENTATION OF SLOT SYSTEM AND CASE MANAGER AS THE APPLICATION OF LEAN MANAGEMENT

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ABSTRACT

Background: The increase in the number of patients undergoing surgery in the JKN era led to an increase in the percentage of delays and cancellations of surgery. Just like in PELNI hospital in 2013 with an average of surgeries 8,46/ day, the rate of surgery postponement was 4% and the cancellation rate was 1,8%. Increasing the number of surgeries to 19/day causes the postponement rate to increase to 6% per month in 2014. The dominant type of surgeries is the caesarean section that continues to increase every year. Cancellation or postponement may lead to increased the cost, as well as possible complication. The lean method is applied by the PELNI hospital surgical room since 2015, through the application of slot systems and case managers to provide effective and efficient surgical services.

Objective: To prove that lean management through the implementation of slot system and case manager can be applied to improve the operating room performance in PELNI Hospital operating theatre in order to improve hospital performance.

Method: Quantitative research design with pre and post design study one group , and qualitative research with descriptive method through observation of implementation process

Result and discussion: percentage of operational postponement and cancellation: post slot system and case manager implementation resulted in a decrease in average postponement of operation by 2,43% with p -value 0.033, for cancellation of operations by 0,63% with p -value 0.063. In descriptive analysis there was a decrease in operating postponement from 5.19% to 2.76%, and cancellation of operations from 1.55% to 0.92%. Cost of caesarean section severity level I (one): post implementation in descriptive analysis there is a decrease in financing of Rp. 1,110,224 in class I care, Rp. 226,919 in second class , and Rp. 588,539 in class III care rights, but statistically it is not significant with p -value > 0,05. Business process observation results: slot system and case manager business processes provide operational preparation mechanisms to prevent unpreparedness, and the system is in line with the concept of lean management.

Conclusion and recommendation: slot system implementation and case manager statistically influence the percentage of postponement in operation. In descriptive analysis seen decrease of percentage of postponement and cancellation of operation, and financing of caesarean section severity level I (one). Further exploration is needed for causes of postponement and cancellations of operations, and types of operations to be more useful for system improvement.

Key words: lean, slot system, case manager, cancellation, postponement, surgery, cost.

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