



## ABSTRAK

**Latar Belakang:** Sejak Rumah Sakit Pelni memberikan layanan pada pasien dengan asuransi BPJS, maka terjadi peningkatan jumlah pasien baik rawat jalan maupun rawat inap, hal ini beresiko terjadi peningkatan beban kerja pegawai, sehingga RS PELNI menginisiasi untuk menerapkan lean manajemen yang dipercaya dapat menurunkan *waste* dalam layanan, dengan tools kaizen digunakan untuk menghasilkan perubahan kearah yang lebih baik. Dari ide kaizen yang sudah dibuat perawat di Rumah Sakit PELNI yang tidak ditindaklanjuti sebesar 60,77%.

**Tujuan:** Dapat mendeskripsikan pelaksanaan kaizen, tindak lanjut serta mengidentifikasi penyebab tindak lanjut dan tidak ditindaklanjuti ide perawat di Rawat Jalan, Instalasi Gawat Darurat, Rawat Inap dan Unit khusus di Rumah Sakit PELNI Jakarta.

**Metode:** Jenis penelitian deskriptif kualitatif dengan design observasi dan wawancara pada 22 responden perawat di RS PELNI Jakarta.

**Hasil:** Ide kaizen perawat di Rawat Jalan, IGD, Rawat Inap dan Unit Khusus pada Juli-Desember 2018 yang ditindaklanjuti sebesar 63,5%, hal ini menunjukkan bahwa perawat di empat unit RS PELNI telah berusaha melakukan berbagai kegiatan *improvement* berdasarkan ide yang mereka munculkan untuk mengeliminasi *waste*.

**Kesimpulan:** RS PELNI sejak Tahun 2014 untuk memberdayakan staf termasuk perawat dalam implementasi *Lean Management* menggunakan *tools kaizen* yang memudahkan mereka dalam menyampaikan masalah serta idenya untuk mengeliminasi *waste* dalam pelayanan keperawatan.

**Kata kunci:** Lean Manajemen, Ide Kaizen, *Waste*



## ABSTRACT

**Background:** Since PELNI Hospital open their services for government social insurance program called national health coverage (BPJS Kesehatan), there were significantly increment patients came causing by healthcare acces was widely opened. Those huge volume patients need extra efforts to reduce several disadvantages, that could potentially bring increasing workload for nurse and physician. In order to cope with that cirscumtances, PELNI Hospital initiated to implementing lean management in their system to reducing many *wastes*, as lean characterized in Toyota Manufacturing System. However, Kaizen as knowledge tools to make many improvement in every aspects. A plenty of idea which are Kaizen program from nurse dept mostly get followed as much as 39,23 %, and the rest 60,77% doesnt get followed issue in PELNI Hospital system.

**Objectives:** In generally can describe the implementation of kaizen, follow-up and identify the causes of follow-up and not followed up on the idea of outpatient care, emergency care, inpatient care and special units at PELNI Hospital, Jakarta.

**Method:** This type of research is descriptive qualitative with the design of observations and interviews with 22 nurses in hospitals PELNI Jakarta.

**Results:** The kaizen nurses' outpatient, emergency room, inpatient and special unit ideas in July - December 2018 were followed up by 63,5%, this shows that nurses in four PELNI Hospital units have tried various improvement activities based on the ideas they made to eliminate waste.

**Conclusion:** PELNI Hospital since 2014 to empower staff including nurses in the implementation of Lean Management using kaizen tools that facilitate them in conveying problems and their ideas to eliminate waste in nursing services.

**Keywords:** Lean Management, Kaizen Ideas, Waste