

INTISARI

Latar Belakang: Rumah Sakit Panti Rapih Yogyakarta telah mengimplementasikan *Lean* manajemen sejak tahun 2018. *Lean* manajemen bertujuan untuk membangun budaya kerja karyawan yang berfokus kepada *patient value*. Dalam rangka meningkatkan sustainabilitas program, perlu dilakukan evaluasi *Lean readiness* dan *Lean acceptance* untuk mengetahui sejauh mana persepsi karyawan dalam mengadopsi *Lean* manajemen.

Tujuan: mengevaluasi persepsi karyawan terhadap *Lean readiness* dan *Lean acceptance* di Rumah Sakit Panti Rapih Yogyakarta

Metode: penelitian ini menggunakan metode studi kasus tunggal holistic dengan unit analisis pada level tim *Lean* di Rumah Sakit Panti Rapih Yogyakarta. Subjek penelitian adalah karyawan di dalam tim yang terlibat langsung dalam implementasi *Lean* manajemen. Pemilihan subjek penelitian berdasarkan *purposive sampling*. Total 50 responden untuk survey dan 7 responden untuk wawancara mendalam. Instrument penelitian ini menggunakan *Lean Readiness Framework* untuk melihat tingkat kesiapan, *Lean in Healthcare Questionnaire* untuk melihat tingkat penerimaan, dan panduan wawancara.

Hasil: Berdasarkan analisis fuzzy dan Euclidean pada didapatkan *Lean readiness* RS Panti Rapih yaitu sebesar 6,20 dan jarak terdekat sebesar 2,016 dari linguistic “Close to Ready”. Dengan indikator paling kuat pada keselamatan pasien dan pegawai (LRF 6.4) sementara indikator paling lemah kesiapannya yaitu kerja sama dengan supplier (LRF 5.1). *Lean acceptance* RS Panti Rapih masih berada pada level maturity 3 dengan maturity level 5 terbanyak pada indicator penghargaan rekan kerja dan maturity level 1 terbanyak pada indicator evaluasi pekerjaan.

Kesimpulan: RS Panti rapih Yogyakarta perlu membentuk standarisasi kerja sama dengan supplier yang berfokus pada pengurangan *Waste* implementasi *Lean* manajemen. Peningkatan kesadaran bahwa *Lean* harus melebur dalam pekerjaan harian sehingga karyawan dapat mengevaluasi pekerjaan ketika terdapat masalah secara langsung dalam rangka meningkatkan sustainability *Lean* manajemen di RS Panti Rapih.

Kata Kunci: *Lean healthcare*, *Lean readiness*, *Lean acceptance*, budaya *Lean*, dan persepsi karyawan

ABSTRACT

Background: Panti Rapih Hospital Yogyakarta has adopted *Lean* healthcare since 2018. The main purpose of *Lean* healthcare is to create the culture of putting the patient value first in healthcare services. The success and sustainability of *Lean* healthcare implementation are determined by the readiness of the hospital and the acceptance of *Lean* by the staff.

Objective: Measure the relationship between *Lean* readiness and *Lean* acceptance implementation *Lean Management* in Panti Rapih Hospital Yogyakarta

Method: this study used a single holistic case study method with unit analysis at the level of the *Lean* team at the Yogyakarta Panti Rapih Hospital. The research subjects were employees in the team who were directly involved in *Lean Management* implementation. The selection of research subjects based on purposive sampling and total samples are 50 staff for the survey and 7 staff for in-depth interviews. Instrument of this research are the *Lean* Readiness Framework to see the level of readiness, *Lean* in Healthcare Questionnaire to see the level of acceptance, and interview guideline.

Result: Based on fuzzy and euclidean analysis, it was found that the *Lean* readiness of Panti Rapih Hospital was 6.20 and the closest distance was 2.016 from "Close to Ready" linguistics. With the strongest indicators on patient and employee safety (LRF 6.4) while the weakest indicator of readiness is cooperation with suppliers (LRF 5.1). *Lean* acceptance Panti Rapih Hospital is still at the maturity level 3 with the most high maturity level on the indicator rewarding staff and the most low maturity level on the job evaluation indicator.

Conclusion : Panti Rapih Hospital Yogyakarta needs to establish standardization of cooperation with suppliers which focuses on reducing *Lean Management Waste*. It also need to increase the awareness that *Lean* must merge in daily work so that employees can evaluate jobs when there are problems directly on their own in order to improve sustainability *Lean Management* in Panti Rapih Hospital .

Keywords: *Lean* healthcare, *Lean* readiness, *Lean* acceptance, *Lean* culture, and staff perception