EVALUASI PENERAPAN MANAJEMEN *LEAN HOSPITAL* DENGAN METODE 5R DITINJAU DARI KONDISI LINGKUNGAN KERJA, KEEFEKTIFAN BIAYA, PERSEPSI, RESPON DAN HARAPAN KARYAWAN DI RSIA ADINA WONOSOBO

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Latar belakang: *Lean hospital* merupakan salah satu pendekatan untuk meningkatkan mutu pelayanan rumah sakit dengan memberdayakan karyawan melalui metode 5R, yang terdiri dari Ringkas, Rapi, Resik, Rawat dan Rajin. Namun, penelitian terhadap dampak metode ini pada karyawan dan pada keefektifan biaya serta kondisi lingkungan kerja tidak banyak mendapat perhatian, termasuk di Indonesia.
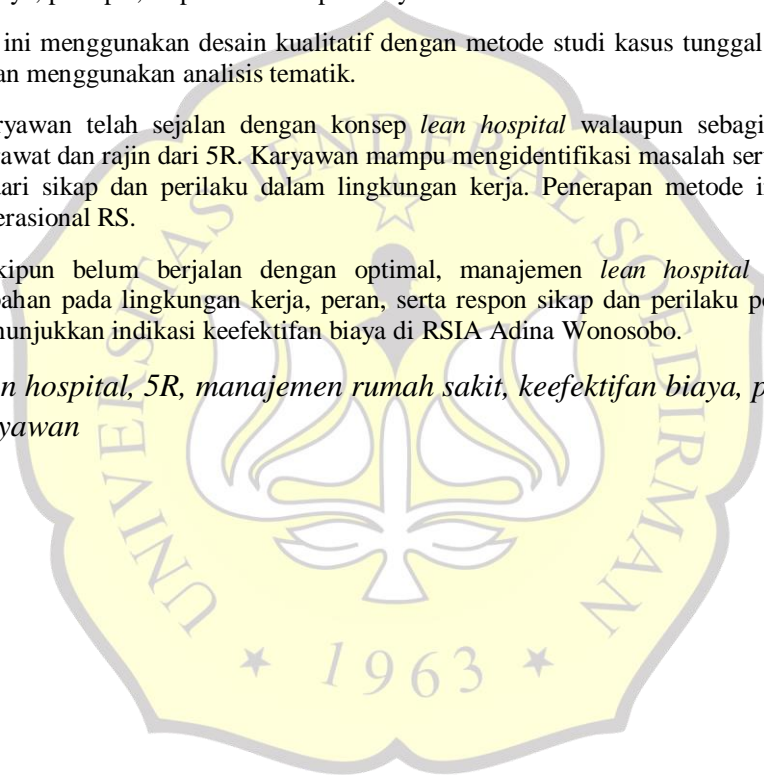
Tujuan: Untuk mengevaluasi penerapan *lean hospital* dengan metode 5R yang ditinjau dari kondisi lingkungan kerja, keefektifan biaya, persepsi, respon dan harapan karyawan di RSIA Adina Wonosobo.

Metode: Penelitian ini menggunakan desain kualitatif dengan metode studi kasus tunggal. Hasil pengumpulan data dianalisis dengan menggunakan analisis tematik.

Hasil: Persepsi karyawan telah sejalan dengan konsep *lean hospital* walaupun sebagian karyawan belum memahami konsep rawat dan rajin dari 5R. Karyawan mampu mengidentifikasi masalah serta mendorong respon perubahan positif dari sikap dan perilaku dalam lingkungan kerja. Penerapan metode ini juga menurunkan komponen biaya operasional RS.

Kesimpulan: Meskipun belum berjalan dengan optimal, manajemen *lean hospital* dengan metode 5R menimbulkan perubahan pada lingkungan kerja, peran, serta respon sikap dan perilaku positif dari karyawan. Metode ini juga menunjukkan indikasi keefektifan biaya di RSIA Adina Wonosobo.

Kata Kunci : lean hospital, 5R, manajemen rumah sakit, keefektifan biaya, persepsi karyawan

EVALUATION OF LEAN HOSPITAL MANAGEMENT IMPLEMENTATION WITH THE 5R METHOD UTILIZATION IN WORK ENVIRONMENT, COST EFFECTIVENESS, PERCEPTION, RESPONSE AND EXPECTATION OF EMPLOYEES AT ADINA MOTHER AND CHILD HOSPITAL IN INDONESIA

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Background: Lean hospital is a well-recognized management approach to improve the quality of hospital services by empowering employees through the 5R method consisting of *ringkas, rapi, resik, rawat* and *rajin*. However, research on the impact of this method on employee's wellbeing, cost-effectiveness and work environment in middle-income country such as Indonesia, remains unclear.

Objective: To evaluate the implementation of lean hospital management with the 5R method in terms of working environment conditions, cost-effectiveness, perceptions, responses, and expectations of employees at Adina Mother and Child (MC) Hospital.

Method: A qualitative study with a single case study design. The data was then analyzed using thematic analysis.

Results: Employees did not understand the concept of *Rawat* and *Rajin* from 5R although most employees' perceptions were in the same degree in regards to the lean hospital concept. Aside from that, employees were able to identify problems and encourage a positive attitude and behavior changes in the work environment. Moreover, the implementation of this method also reduced hospital operational costs.

Conclusion: Despite the non-optimal implementation of lean hospital management, the lean's 5R method utilization promoted changes in the work environment, employees' roles, positive attitude, and behavior responses. This method also showed an indication of cost-effectiveness at Adina MC Hospital in Indonesia.

Keywords: lean hospital, 5R, hospital management, cost-effectiveness, employee's perception