

ABSTRAK

IMPLEMENTASI *LEAN HEALTHCARE* UNTUK MEMINIMASI *WASTE* DAN MENINGKATKAN PELAYANAN DI RSIA UMMU HANI PURBALINGGA MENGGUNAKAN METODE VSM DAN PAM

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Rumah sakit sebagai institusi layanan kesehatan dituntut untuk memberikan pelayanan yang efisien, cepat, dan berkualitas. Namun, dalam praktiknya sering ditemukan pemborosan (*waste*) yang menghambat efektivitas pelayanan, khususnya dalam proses perpulangan pasien. Penelitian ini bertujuan untuk mengidentifikasi dan mengurangi pemborosan yang terjadi di Instalasi Rawat Inap RSIA Ummu Hani Purbalingga menggunakan pendekatan *Lean Healthcare*, dengan alat bantu utama berupa *Value Stream Mapping (VSM)*, *Process Activity Mapping (PAM)*, dan analisis *5 Why*. Berdasarkan hasil pemetaan *current state VSM*, ditemukan bahwa waktu tunggu pasien mencapai 10.813 detik, dengan hanya 18,8% aktivitas yang bernilai tambah (*value added*). Melalui analisis PAM, sebagian besar aktivitas dikategorikan sebagai *non-value added* dan *necessary non-value added*, terutama pada proses administrasi dan verifikasi rekam medis. Analisis akar masalah menunjukkan penyebab utama *waste* adalah belum terintegrasinya sistem informasi antarunit, kurangnya koordinasi, serta belum lengkapnya SOP terkait estimasi waktu pulang pasien. Setelah implementasi perbaikan, *future state VSM* menunjukkan peningkatan efisiensi signifikan dengan penurunan *lead time* menjadi 4.051 detik. Penelitian ini menyimpulkan bahwa penerapan metode *Lean Healthcare* efektif dalam mengidentifikasi dan mengurangi pemborosan, serta meningkatkan efisiensi dan mutu layanan rumah sakit.

Kata kunci: *Lean Healthcare*, *Waste*, *Value Stream Mapping (VSM)*, *Process Activity Mapping (PAM)*, *5 Why*

ABSTRACT

IMPLEMENTATION OF LEAN HEALTHCARE TO MINIMIZE WASTE AND IMPROVE SERVICES AT THE UMMU HANI HOSPITAL IN PURBALINGGA USING VSM AND PAM

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Hospitals as health service institutions are required to provide efficient, fast, and quality services. However, in practice, waste is often found that hinders the effectiveness of services, especially in the patient discharge process. This study aims to identify and reduce waste that occurs in the Inpatient Installation of RSIA Ummu Hani Purbalingga using the Lean Healthcare approach, with the main tools in the form of Value Stream Mapping (VSM), Process Activity Mapping (PAM), and 5 Why analysis. Based on the results of the current state VSM mapping, it was found that the patient waiting time reached 10,813 seconds, with only 18.8% of activities being value added. Through PAM analysis, most activities are categorized as non-value added and necessary non-value added, especially in the administration and verification processes of medical records. Root cause analysis shows that the main causes of waste are the lack of integration of information systems between units, lack of coordination, and the incomplete of SOPs related to the estimation of patient discharge times. After implementing improvements, the future state VSM showed a significant increase in efficiency with a decrease in lead time to 4,051 seconds. This study concludes that the implementation of the Lean Healthcare method is effective in identifying and reducing waste, as well as improving the efficiency and quality of hospital services.

Keywords: *Lean Healthcare, Waste, Value Stream Mapping (VSM), Process Activity Mapping (PAM)*