

Analisis Waktu Tunggu Rawat Jalan Dengan Metode Lean di Rumah Sakit Mata Bandung Eye Center Tahun 2023

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Abstrak

Waktu tunggu merupakan indikator yang mempengaruhi kualitas pelayanan dan kepuasan pasien. Dari hasil observasi dan survey di lapangan didapatkan waktu tunggu rawat jalan $\geq$ 60 menit sehingga ditemukan banyak keluhan pasien dalam keterlambatan pelayanan serta mengakibatkan mutu pelayanan menurun. Tujuan penelitian melakukan analisis dan usulan perbaikan mutu proses pelayanan di instalasi rawat jalan RS Mata BEC dengan metode Lean. Penelitian kualitatif dengan analisis data metode lean hospital. Pendekatan kuantitatif untuk menghitung waktu tunggu secara aktual. Populasi penelitian adalah jumlah kunjungan pasien instalasi rawat jalan bulan Juni 2023 sebesar 1704 pasien dan didapatkan jumlah sampel sebesar 323 pasien. Alat yang digunakan data kuantitatif dengan lembar observasi dan stopwatch. Berdasarkan hasil penelitian dapat disimpulkan bahwa hasil perhitungan Current State Map untuk pelayanan rawat jalan RS Mata BEC didapatkan setiap pasien akan membutuhkan waktu untuk dapat dilayani oleh dokter dengan (lead time) sebesar 158,2 menit dan didapatkan 134,2 menit atau prosentase 80% merupakan kegiatan yang dianggap waste (non-value added), serta 24 menit non-value added atau hanya 15% yang merupakan kegiatan yang bernilai. Faktor penyebab terbesar waktu tunggu adalah faktor man. Hasil perhitungan menunjukkan belum terpenuhinya standar waktu tunggu pelayanan di rawat jalan yaitu $\leq$ 60 menit. Kata Kunci : Metode Lean; Rawat Jalan; Waktu Tunggu

Waiting time is an indicator that affects service quality and patient satisfaction. From the results of observations and surveys in the field, it finds that the lead-time outpatient is $\geq$ 60 minutes, so that many patient complaints were found regarding delays in service and resulted in a decrease in service quality. The aim of the study is to analyze and propose to improve the quality of the service process in the BEC Eye Hospital outpatient installation using the Lean method. Qualitative research with data analysis using the lean hospital method. Quantitative approach to calculate the actual of leading time. The study of population is the number of outpatient patient who visits in June 2023 is 1704 patients and the number of samples is 323 patients. The tools that used in quantitative data is observation sheets and stopwatches. Based on the results of the study it can be concluded that the calculation results of the Current State Map for BEC Eye Hospital outpatient services tell that each patient will need time to be served by a doctor with a (lead time) of 158.2 minutes and obtained 134.2 minutes. It can be called that a percentage of 80% activities are considered waste (non-value added), and 24.4 minutes of non-value added or only 15% which are valued activities. The

biggest factor causing waiting time is the man factor. These ratio shows that BEC Eye Hospital is included in Un-Lean and the results of these calculations indicate that the standard leading time for outpatient services has not been standardized, in this case $\leq$ 60 minutes. Keywords: Lean Method; Outpatient; Waiting time