

Analisis Alur Pelayanan Online Dengan Pendekatan Metode Lean Di Poliklinik Kebidanan RSUPN Dr. Cipto Mangunkusumo

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Abstrak

Pelayanan kesehatan yang berkualitas salah satunya dapat dinilai dari lamanya waktu tunggu pelayanan. Waktu tunggu yang lama di rawat jalan akan menghambat pelayanan dan menyebabkan penumpukan pasien serta inefisiensi pelayanan. Penelitian ini bertujuan melakukan analisis alur pelayanan online untuk mengurangi waktu tunggu pasien di Poliklinik Kebidanan RSUPN Dr. Cipto Mangunkusumo dengan pendekatan metode lean. Penelitian ini menggunakan penelitian kuantitatif dan kualitatif. Variabel yang dianalisis meliputi alur pelayanan pasien, cycle time, lead time, takt time, current state, value added activity, non value added activity, waste, fishbone diagram, dan future state. Teknik pengumpulan data dengan menggunakan observasi, wawancara mendalam, dan telaah dokumen. Hasil penelitian didapatkan rata-rata total lead time adalah 109,6 menit. Waktu tunggu paling cepat di pendaftaran 23,3 menit dan paling lama di farmasi 121,3 menit. Value added activities sebesar 13,2 % dan non value added activities sebesar 86,8%. Nilai value-to-waste ratio 15,2%. Hal ini menunjukkan bahwa pelayanan belum dalam kondisi lean. Waste yang ditemukan adalah defect, transportation, motion, waiting dan over processing. Analisis future state dengan penerapan metode lean dapat menurunkan non value added menjadi 75% dan jika ditambah digitalisasi pengiriman obat akan menurunkan non value added menjadi 66 %. Usulan peneliti adalah dengan melakukan perbaikan jangka pendek, menengah dan panjang melalui program pelaksanaan metode lean yang berkelanjutan.

Quality health services can be assessed by the length of waiting time. Long waiting times in outpatient care will hamper services and cause patient accumulation and service inefficiencies. This study aims to analyze the flow of online services to reduce patient waiting time at the Obstetric and Gynecology Polyclinic of Dr. Cipto Mangunkusumo Hospital using the lean method approach. This study used quantitative and qualitative research. The variables analyzed include patient service flow, cycle time, lead time, takt time, current state, value added activity, non-value added activity, waste, fishbone diagram, and future state. Data collection techniques using observation, in-depth interviews, and document review. The results showed that the average total lead time was 109,6 minutes. The fastest waiting time in registration is 23,3 minutes and the longest in pharmacy is 121,3 minutes. Value added activities amounted to 13,5 % and non-value added activities amounted to 86,5%. The value-to-waste ratio is 15.2%. This shows that the service is not yet in a lean condition. Waste found is defect, transportation, motion, waiting and over processing. Future state analysis with the application of lean methods can reduce non-value added to 75% and if digitalization of drug delivery is added, non-value added will decrease to 66%. The researcher's proposal is to make short, medium and long term improvements through a sustainable lean method implementation program.