ABSTRAK

Implementasi *Lean Management* Pelayanan Pasien Covid-19 pada Rumah Sakit di Deli Serdang

Peningkatan jumlah kasus yang dikonfirmasi dan jumlah kematian akibat Covid-19 di Deli Serdang memberikan tantangan besar bagi manajemen rumah sakit sehingga perlu ditemukan pendekatan manajemen yang baik seperti *lean management.* Lean management berfungsi menghilangkan waste pada suatu sistem sehingga dapat meningkatkan efisiensi dan efektivitas sistem tersebut.

Analisis *value added activites, non-value added activities* dan *waste pada lean management* melalui pendekatan lean tools seperti 5S, kaizen, kanban dan error proofing diharapkan mampu memberikan perbaikan pada manajemen alur pelayanan pasien Covid-19.

Penelitian ini merupakan penelitian kualitatif deskriptif dimana data dikumpulkan melalui observasi, wawancara, materi audio-visual, serta dokumentasi agar didapatkan suatu gambaran yang mendalam. Sampel diambil menggunakan teknik *cluster random sampling* dan *judgmental sampling.*

Hasil Hasil penelitian dan implementasi *lean management* pada rumah sakit penanganan Covid-19 di Deli Serdang menunjukkan rasio *value added* dengan non value added/waste lebih besar dari 30% dan dapat dikatakan lean. Desain perbaikan juga diberikan seperti penerapan budaya 5S, perbaikan terhadap sarana dan prasarana, serta peningkatan kualitas sumber daya tenaga kesehatan.

Kata Kunci : Lean Management, Covid-19, Value Added, Non-Value Added, Waste.

ABSTRACT

Implementation of Lean Management for Covid-19 Patient Services at Deli Serdang Hospital

The increase in the number of confirmed cases and the number of deaths due to Covid-19 in Deli Serdang poses a big challenge for hospital's management which require a good management approach such as lean management. Lean management functions to eliminate waste in a system so as to increase its efficiency and effectiveness.

Analysis of value added activities, non-value added activities and waste in lean management through lean tools approaches such as 5S, kaizen, kanban and error proofing is expected to be able to provide improvements to the management of the Covid-19 patient service.

This research is a descriptive qualitative research where datas are collected through observation, interviews, audio-visual materials and documentations in order to obtain an in-depth picture. Samples were taken using cluster random sampling and judgmental sampling techniques.

The results of the research and implementation of lean management at the Covid-19 handling hospital in Deli Serdang showed the ratio of value added to non-value added/waste was greater than 30% and could be said to be lean. Improvement designs are also provided such as the implementation of 5S culture, improvements to facilities and infrastructure, as well as improving the quality of health personnel resources.

Keywords : Lean Management, Covid-19, Value Added, Non-Value Added, Waste.