ABSTRAK

Pelayanan rawat jalan di rumah sakit kerap menghadapi persoalan inefisiensi berupa waktu tunggu yang lama, proses administrasi berulang, serta alur pelayanan yang kurang terintegrasi, yang berdampak pada rendahnya kepuasan pasien dan meningkatnya beban kerja tenaga kesehatan. Penelitian ini menawarkan kebaruan dengan mengintegrasikan metode *Lean Healthcare* dalam konteks rumah sakit swasta di Medan, yang masih jarang dikaji dibandingkan penelitian terdahulu yang lebih banyak berfokus pada rumah sakit negeri maupun sektor kesehatan di luar negeri. Metode penelitian menggunakan pendekatan kualitatif dengan *process activity mapping* (PAM), identifikasi *waste* berdasarkan konsep *eight wastes*, serta pemetaan alur pelayanan melalui *Value Stream Mapping* (VSM). Hasil penelitian menunjukkan adanya dominasi *waste* berupa *waiting* yang signifikan memperpanjang *lead time* pasien, disertai dengan *waste* lain seperti *overprocessing, motion, transportation*, dan *defects*. Implementasi *Lean Healthcare* membantu mengidentifikasi titik inefisiensi. Indikasi perbaikan ditunjukkan melalui pengurangan aktivitas *non-value added* (NVA), optimalisasi proses administrasi, serta peningkatan efektivitas koordinasi antar-unit layanan. Dengan demikian, penelitian ini menyimpulkan bahwa penerapan *Lean Healthcare* tidak hanya berpotensi meningkatkan efisiensi pelayanan rawat jalan, tetapi juga memperkuat budaya *continuous improvement* di rumah sakit swasta.

Kata Kunci*: Lean Healthcare*, Rumah Sakit, Waste, Rawat Jalan, *Value Stream Mapping*

ABSTRACT

Outpatient services in hospitals often face inefficiencies such as long waiting times, repetitive administrative processes, and poorly integrated service flows, which result in low patient satisfaction and increased workload for healthcare workers. This study offers a novel approach by integrating Lean Healthcare methods into the context of private hospitals in Medan, a practice rarely explored compared to previous studies that have focused primarily on public hospitals and healthcare sectors abroad. The research method employed a qualitative approach with process activity mapping (PAM), waste identification based on the eight wastes concept, and service flow mapping using Value Stream Mapping (VSM). The results revealed a dominant waste pattern, namely waiting, which significantly lengthens patient lead times, along with other wastes such as overprocessing, motion, transportation, and defects. The implementation of Lean Healthcare helped identify points of inefficiency. Improvements were demonstrated through the reduction of non-value-added (NVA) activities, optimization of administrative processes, and increased effectiveness of coordination between service units. Therefore, this study concludes that the implementation of Lean Healthcare not only has the potential to increase the efficiency of outpatient services but also strengthen a culture of continuous improvement in private hospitals.

Keywords: Lean Healthcare, Hospital, Waste, Outpatient, Value Stream Mapping