

# Penerapan lean thinking untuk mereduksi waktu boarding pasien IGD ke rawat inap di RSUD Koja tahun 2017 = Implementation of lean thinking to reduce boarding time of patients from Emergency Unit to inpatient at Koja Hospital year 2017

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Abstrak

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Pelaksanaan Program Jaminan Kesehatan Nasional (JKN) menyebabkan peningkatan kunjungan pasien IGD dan

angka pasien boarding sehingga terjadi penumpukan (stagnasi) pasien di IGD. RSUD Koja telah menerapkan

manajemen tempat tidur dalam rangka mereduksi waktu boarding pasien IGD tetapi belum optimal, sehingga

dilakukan upaya untuk membantu mereduksi waktu boarding pasien IGD ke rawat inap dalam rangka perbaikan

yang berkelanjutan sesuai prinsip lean thinking. Penelitian operasional ini mencakup intervensi dengan siklus

PDCA (plan, do, check, action). Hasil penelitian menunjukkan penerapan lean thinking dapat mereduksi waktu

boarding pasien IGD ke rawat inap dari rata-rata 4 jam 45 menit 18 detik (34,92 %) menjadi 3 jam 25 menit 59

detik (68,25 %) dan menurunkan aktivitas non value added sebesar 2,02% (dari 93,16% menjadi 91,14%).

Delapan jenis waste yang teridentifikasi dapat dieliminasi kecuali waste jenis waiting. Dalam rangka perbaikan

yang berkelanjutan selanjutnya manajemen tempat tidur perlu ditetapkan sebagai persyaratan standard kerja untuk menuju waktu boarding rata-rata menjadi 1 jam 45 menit 45 detik dengan aktivitas non value added kurang dari 89,83% di masa mendatang.

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**ABSTRACT**

The implementation of the National Health Insurance Program (Program JKN) affects the increased number of

patients to emergency unit and boarding patients that resulting crowding in the emergency unit. Koja Hospital

has implemented bed management in order to reduce the boarding time of emergency unit patients but has not

succeeded, so an effort to help reducing the boarding time of emergency unit patients to inpatient in order to continuous improvement was done using the lean thinking principle. This research uses operational research method and intervention with PDCA (Plan, Do, Check, Action) cycle. The study revealed that lean thinking approach could reduce the boarding time of emergency unit patients to hospitalization from the average of 4

hours 45 minutes 18 seconds (34.92%) to 3 hours 25 minutes 59 seconds (68.25%) and decrease the activity of non value added at 2.02% (from 93.16% to 91.14%). Eight types of waste identified can be eliminated except waiting. In order to continuous improvement, bed management should be set as standardized work for the goal of average boarding time of 1 hour 45 minutes 45 seconds with non value added activities less than 89.83% in the future.