Analisis patient flow dengan pendekatan lean six sigma di Instalasi Gawat Darurat Rumah Sakit Hermina Depok tahun 2018 = Patient flow analysis with lean six sigma approach at the Emergency Departement of Hermina Depok Hospital in 2018

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Abstrak

Instalasi Gawat Darurat IGD memberikan pelayanan yang cepat dan tepat untuk mencegah kondisi kesehatan pasien memburuk dan mencegah kematian dan kecacatan. Penelitian ini bertujuan untuk melakukan analisa patient flow dengan menggunakan pendekatan Lean Six Sigma. Desain penelitian ini adalah analisa kualitatif dan kuantitatif dengan kerangka acuan DMAI Define, Measure, Analyze, dan Improve. Observasi dilakukan dengan teknik Time Motion Studies mulai dari pasien datang sampai perawat melakukan serah terima pasien diruang rawat inap yang dibagi menjadi4 cycle respon time dokter, waktu observasi, boarding dan transfer pasien, wawancara mendalam, telaah dokumen.
Hasil penelitian dari 30 pasien rata-rata respon time dokter pada pasien level II adalah 35 menit 5 detik, dan pada pasien level III selama 43 menit 4detik. Total Lead time 6 Jam 56 menit 08 detik. Hasil identifikasi value stream mappingdari 4 cycle didapatkan respon time dokter membutuhkan waktu 00:46:38, Waktu Observasi 01:29:47, Waktu Boarding 04:17:02 dan transfer pasien 00:22:42. ProporsiNon value Added secara keseluruhan adalah 84.95 dan Value added sebesar 15,05, dengan total waste selama 05:53:29 detik. Hasil analisis Five Whys menunjukan adanya bottleneck di boarding pada proses kegiatan pencarian dan penempatan kamar 2:45:04 dengan penyebab yaitu ketersediaan kamar, sistem waiting list karena menunggu pasien pulang, pasien asuransi atau rencana pulang, kebijakan beset kamar, sistem pencarian kamar di Front Office dan kebijakan titip kamar. Upaya penerapan Lean Six Sigma diharapkan dapat memperbaiki kinerja di IGD, selain menghilangkan waste dan memaksimalkan nilai valu-added, mengetahui akar masalah, perbaikan kualitas dan peningkatan efisiensi kinerja secara terus menerus.
.....Emergency Departement provides fast and precise services to prevent the patient 39s deteriorating health condition and prevent death and disability. This study aimed to analyze patient flow by using Lean Six Sigma approach. The design of this research are qualitative and quantitative analysis with reference framework DMAI Define, Measure, Analyze, and Improve. Observation was conducted with Time Motion Studies technique from patient arriving until nurse performed patient handover in in patient room which was divided into 4 cycles doctor respontime, observation time, boarding and patient transfer, in depth interview, study document.
Research result from 30 patients on average the physician 39s response time at patient level II was 35 minutes 5seconds, and in the patient 39s level III for 43 minutes 4 seconds. Total Lead time 6 Hours56 mins 08 sec. Identification result of value stream mapping from 4 cycle got doctor time response time 00 46 38, Observation Time 01 29 47, Boarding Time 04 17 02 and patient transfer 00 22 42. Proportion of Non value added as a whole is 84.95 and Value added of 15.05, with total waste for 05 53 29 sec.
Five Whys analysis results showed that there are a bottleneck in the process of searching and placing the room 2 45 04 with the cause of room availability, waiting list system waiting for the patientto go home, insurance patient or return plan, room beset policy, in the Front Office androom care policies. We suggest to

apply Lean Six Sigma to improve performance in theER, in addition to eliminating waste and maximizing the value valu added, knowingthe root of the problem, quality improvement and continuous improvement inperformance efficiency.