

Reduksi Service Time Instalasi Gawat Darurat RS St. Carolus Summarecon Serpong Dengan Pendekatan Lean Six Sigma Tahun 2023 = Reduction Service Time at St. Carolus Summarecon Serpong Hospital With Lean Six Sigma Approach 2023

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Abstrak

Latar Belakang : Service time merupakan salah satu indikator mutu pelayanan IGD RS, dengan target pencapaian yang berbeda-beda. Secara global, service time yang tidak mencapai target masih menjadi masalah yang belum dapat diselesaikan, termasuk di IGD RS St. Carolus Summarecon Serpong. Pencapaian service time 3 jam di IGD RS St. Carolus Summarecon Serpong hanya 74,3% dari target > 90% keseluruhan total pasien rawat inap dari IGD.

Metodologi: Penelitian ini menggunakan desain penelitian operational research dengan menggabungkan metode penelitian kuantitatif dan kualitatif (blended method) dan teknik probability sampling untuk metode pengambilan sampel dengan jumlah sebanyak 32 pasien IGD.

Hasil: Hasil penelitian dengan pendekatan lean six sigma berhasil mengidentifikasi waste waiting pada tahap transfer pasien IGD ke ruang rawat inap sebagai penyebab akar masalah, menurunkan lead time dari 4 jam 14 menit menjadi 2 jam 39 menit 2 detik (37,4%) pada tahap post intervensi dan menjadi 2 jam 19 menit 46 detik (12,1%) pada tahap control; menurunkan aktivitas non value-added dari 1 jam 38 menit 19 detik menjadi 32 menit 22 detik (67,1%) pada tahap post intervensi dan menjadi 25 menit 23 detik (21,6%) pada tahap control. Pada tahap control, pendekatan lean six sigma berhasil mengeliminasi waste transport dan menurunkan waktu waste waiting.

Kesimpulan: Kombinasi berbagai tools lean six sigma dalam penelitian ini (heijunka, standardized work, 5 S, Single Exchange Minutes of Dies, dan visual management) mampu menurunkan lead time sebesar 55% pada tahap control, apabila dibandingkan dengan intervensi menggunakan satu tools saja.

.....Background: Service time is an indicator of the quality hospital emergency room (ER) services, with achievement targets that can vary. Globally, service time that does not achieve the target is still a problem that can't be resolved, including in St. Carolus Summarecon Hospital. Achievement of service time 3 hours in the St. Carolus Summarecon Hospital ER only 74,3%, from the target > 90% of the total number ER inpatients.

Methodology : This research is operational research with quantitative and qualitative method (blended method) and the data were collected by probability sampling with total 32 patients.

Result: The result of this study succeeded in identifying waste of waiting at the transfer stage of emergency room patients to the inpatient room as the root cause of the problem, reducing lead time from 4 hours 14 minutes to 2 hours 39 minutes 2 seconds (37,4%) in the post-intervention stage and became 2 hours 19 minutes 46 seconds (12,1%) in the control stage; reduced non value-added activity from 1 hour 38 minutes 19 seconds to 32 minutes 22 seconds (67,1%) in the post-intervention stage and became 25 minutes 23 seconds (21,6%) in the control stage. At the control stage, the lean six sigma approach succeeded in eliminating waste of transport and reducing waste waiting time.

Conclusion: The combination of various lean six sigma tools in this study (heijunka, standardized work,

Single Exchange Minutes of Dies, and visual management) was able to reduce lead time by 55% in the control stage, compared with intervention using just one tool.