

IR - PERPUSTAKAAN UNIVERSITAS AIRLANGGA

**TESIS**

**ANALISIS LAMANYA PELAYANAN DI IGD RS UNIVERSITAS  
AIRLANGGA BERBASIS TEORI *LEAN HOSPITAL* DAN MEKANISME  
KOORDINASI BERDASARKAN JENIS KETERGANTUNGAN ANTAR  
UNIT KERJA**



**LINDA SUTRISNO**

**UNIVERSITAS AIRLANGGA  
FAKULTAS KESEHATAN MASYARAKAT  
PROGRAM MAGISTER  
PROGRAM STUDI ADMINISTRASI DAN KEBIJAKAN KESEHATAN  
SURABAYA  
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**OLEH:**

**LINDA SUTRISNO  
NIM 10714453024**

**UNIVERSITAS AIRLANGGA  
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ANTAR UNIT KERJA**

**Untuk memperoleh gelar Magister Kesehatan  
Minat Studi Administrasi Rumah Sakit  
Program Studi Administrasi dan Kebijakan Kesehatan  
Fakultas Kesehatan Masyarakat  
Universitas Airlangga**

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SURABAYA  
2020**

**PENGESAHAN**

**Dipertahankan di depan Tim penguji Tesis  
Minat Studi Administrasi Rumah Sakit  
Program Studi Administrasi dan Kebijakan Kesehatan  
Fakultas Kesehatan Masyarakat Universitas Airlangga  
dan diterima untuk memenuhi persyaratan guna memperoleh gelar  
Magister Kesehatan (M.Kes.)  
Pada tanggal 21 Januari 2020**

**Mengesahkan**

**Universitas Airlangga  
Fakultas Kesehatan Masyarakat**

**Dekan,**  
  
  
**Prof. Dr. Tri Martiana, dr., M.S.  
NIP 195603031987012001**

**Tim Penguji:**

**Ketua : Dr. Thinni Nurul Rochmah, Dra, Ec., M.Kes.**  
**Anggota :**

- 1. Dr. Djazuly Chalidyanto., S.KM., M.ARS.**
- 2. Dr. Windu Purnomo, dr., M.S.**
- 3. Dr. Ernawaty, drg., M.Kes.**
- 4. Edwin Higgi, S.KM., M.Kes.**
- 5. M. Ardian C.L., dr. Sp. OG (K), M.Kes.**

**PERSETUJUAN**

**TESIS**

**Diajukan sebagai salah satu syarat untuk memperoleh gelar  
Magister Kesehatan (M.Kes.)  
Minat Studi Administrasi Rumah Sakit  
Program Studi Administrasi dan Kebijakan Kesehatan  
Fakultas Kesehatan Masyarakat  
Universitas Airlangga**

**Oleh:**

**LINDA SUTRISNO  
NIM 101714453024**

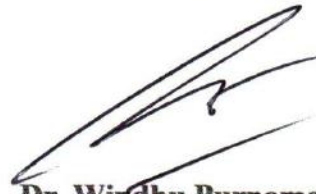
**Menyetujui,  
Surabaya, 21 Januari 2020**

**Pembimbing Ketua**



**Dr. Djazuly Chalidyanto, S.KM., M.ARS.  
NIP 197111081998021001**

**Pembimbing**



**Dr. Windhu Purnomo, dr., M.S.**

**Mengetahui,  
Koordinator Program Studi Administrasi dan Kebijakan Kesehatan**



**Dr. Djazuly Chalidyanto, S.KM., M.ARS.  
NIP 197111081998021001**

**PERNYATAAN ORISINALITAS**

Yang bertanda tangan di bawah ini, saya:

Nama : Linda Sutrisno  
NIM : 101714453024  
Program Studi : Administrasi Dan Kebijakan Kesehatan  
Minat Studi : Administrasi Rumah Sakit  
Angkatan : 2017  
Jenjang : Magister

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Apabila suatu saat nanti terbukti saya melakukan tindakan plagiat, maka saya akan menerima sanksi yang telah ditetapkan.

Demikian surat pernyataan ini saya buat dengan sebenar – benarnya.



( Linda Sutrisno )

## KATA PENGANTAR

Puji Syukur kehadiran Allah SWT atas karunia dan Hdayah-Nya penyusunan tesis dengan judul “**Analisis Lamanya Pelayanan di IGD RS Universitas Airlangga Berbasis Teori *Lean Hospital* dan Mekanisme Koordinasi Berdasarkan Jenis Ketergantungan Antar Unit Kerja**“ ini dapat terselesaikan.

Tesis ini berisikan tentang Penyebab lamanya pelayanan di IGD RS Universitas Airlangga, hasil temuan dapat membantu para peneliti meningkatkan kualitas analisis data yang sebelumnya banyak terjadi kesalahan dalam proses pengolahan data.

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7. Keluarga dan teman – teman yang telah banyak membantu dan memberikan dukungan yang tak ternilai.
8. Responden penelitian.

Demikian, semoga tesis ini bisa memberi manfaat bagi diri kami sendiri dan pihak lain yang menggunakan.

Surabaya, 21 Januari 2020

Penulis

## SUMMARY

### **Analysis of Duration of Service in IGD Hospital Airlangga University Based on Lean Hospital Theory and Coordination Mechanisms Based on Types of Dependency Between Work Units**

Airlangga University Hospital is a type B Educational Hospital, owned by the Ministry of Research and Technology-Higher Education, Airlangga University Hospital is located on Jl. Mulyorejo, Campus C UNAIR. The hospital's vision: "To become a teaching hospital with national and international standards in the aspects of service, education and research." Has encouraged hospitals to maintain the quality of services. The service time in the emergency room is an indicator of the measurement of the service process and a marker of patient density in the emergency room of the hospital. One of the concerns of management is the length of service at the Emergency Room of Airlangga University Hospital, data on the length of service at the emergency room in 2018 for patients who are decided on hospitalization and will be transferred to the Inpatient Installation and know of patients who will carry out cito operations in the operating room The average Airlangga University Hospital is still over three hours. The data is still not in accordance with the SPO observation of emergency patients which is a maximum of two hours.

So it needs to be examined at the stage of the process whether there is a delay in patient service at the Airlangga University Hospital IGD. To find out at what stage of the process this delay occurs it is also necessary to know how the mechanism of coordination between work units. So that it can be known that the delay occurs because of the lengthening process steps or due to improper coordination mechanism.

A model that can be used to analyze the length of service at the Airlangga University Hospital emergency room is the lean hospital method and the coordination mechanism based on the type of dependency between work units.

This research is an observational descriptive study conducted observations and interviews in October - November 2019. Data collection techniques are questionnaires and observations of service time. The data used are primary and secondary data. The population was all patients in the ED. Samples were patients who needed hospitalization or patients who needed cito surgery. 60 samples were taken from the patient population who traded to the emergency room. Median is used to analyze data.

The emergency unit of a hospital is a forefront gate to serve the patient. In 2018, the patient's Length of Stay (LOS) in the emergency room (ER) is still longer than 3 hours, while the set standard is less than 2 hours. According to that fact, there is a need to analyze the LOS in the ER to find the underlying problem.

The general purpose of this research is to analyze the Length of Stay in the Emergency Unit of RS Universitas Airlangga (RS UNAIR) based on lean hospital theory and dependency coordination. Specifically, (1) Analyze the service flow in RS UNAIR's ER and unit service flow that is related to ER services; (2) Analyze



the time and waste in each of the service phase of ER's patient, starting from coming into the ER until released from the ER or dispatched to another unit in the Hospital; (3) Analyze the unit coordination process in RS UNAIR related to the transfer of patient from the ER to another unit in the Hospital; (4) Compiling a set of recommendation to decrease the patient's LOS in RS UNAIR's ER unit.

This research is descriptive observational research. The sample size is 60, consisted of ER's patients that are likely to be admitted in hospital's ward or will undergo a CITO operation procedure, nurses, midwives, lab officers, radiologists, Health Care Assistants, and other non-health related employees in the ER as the key informants in the In-depth interview session. The ER's LOS is evaluated based on lean management theory and dependency theory coordination according to Thomson.

The result shows that the ER's patient service flow is highly flexible because the treatment of each patient is unique, and requires a various amount of time. The identified Wastes in the ER patient's service process are waste of waiting, waste of motion. According to the results, the prioritized problems to solve are waiting because of some inhibition in inter-unit coordination process due to the unavailability of service flow policy in the ER unit, nonoptimal bed management system, unmade policy related to room preparation time after receiving a room order from admission.

From those problems, it is recommended that: (1) There is a need to make a policy related to the patient service flow to cut the process that does not add value. (2) Improving the IT system in RS UNAIR so that it can accommodate the examination results in all of the unit's computer in RS UNAIR. (3) Optimizing the bed management system to decrease the admission queue of inpatient service. (4) Make a policy related to room preparation time standard. (5) Improving the hospital information system to support the service processes in the ER.