

## RINGKASAN EKSEKUTIF

**Pengembangan *Lean Hospital* pada Layanan Umum Pasien BPJS kesehatan di RSJ Dr. Soeharto Heerdjan**

Pasien dengan gangguan jiwa yang memiliki penyakit fisik sering ditolak ketika harus dirujuk ke rumah sakit umum karena perlu penanganan khusus dan dianggap mengganggu pelayanan ketika harus dirawat bersama pasien non jiwa diperkuat dengan Peraturan Menteri Kesehatan Republik Indonesia Nomor 3 Tahun 2020 tentang klasifikasi dan perizinan rumah sakit itu menjadi alasan mendasar pengembangan *Lean Hospital* layanan umum pasien BPJS di RSJ Dr Soeharto Heerdjan. Pengembangan Layanan umum meliputi layanan Instalasi Gawat Darurat, Instalasi Rawat Jalan, Instalasi Layanan Penunjang, Instalasi Rawat Inap, Kamar bedah, Sewa lahan/gedung dan bangunan dan Instalasi Pendidikan dan Pelatihan (Diklat). RSJ Dr Soeharto Heerdjan memiliki nilai EFE 3,27 dan nilai IFE 3,33, berdasarkan analisis Porters 5 Forces kekuatan bersaing di level sedang. Strategic Plan berdasarkan IE Matrik berada di posisi *growth and Build*. Hasil analisa dari SWOT dan QSPM RS Jiwa Dr. Soeharto Heerdjan memilih peneterasi pasar dengan melengkapi sarana prasarana dan alkes serta meningkatkan kualitas Layanan dalam mengembangkan layanan umum sesuai standar rumah sakit kelas B. Berdasarkan *Portesr's Generic Strategy RSJSH* memilih *strategy cost Leadership* memberikan layanan dengan fitur yang dapat diterima oleh masyarakat pada biaya terendah dibandingkan dengan layanan para pesaing, namun tetap menjaga kualitas layanannya sesuai dengan segment pasar yaitu pasien BPJS yang biayanya menyesuaikan dengan tarif INACBGs yang ditetapkan oleh pemerintah. Bauran Pemasaran (*Marketing mix*) menjadi fokus utama RSJ Dr. Soeharto Heerdjan sebagai bisnis yang menjadikan target pasar Business to consumer (B2C) adalah menggunakan konsep 7P yaitu *product, price, place, promotion, people, prosess dan physical evidence*. *Operational Plan* dengan menerapkan *Lean Hospital* difokuskan pada desain alur layanan pasien umum dan pembangunan gedung layanan umum yang direncanakan dibangun dalam 2 tahap, melengkapi sarana prasarana dan alkes, meningkatkan kualitas Layanan, integrasi Sistem Informasi Rumah Sakit baik internal maupun eksternal dan melakukan promosi secara masif untuk layanan umum sesuai rumah sakit dengan standar kelas B. Perencanaan SDM dilakukan untuk memenuhi kebutuhan terutama tenaga medis untuk layanan baru. *Finantial Plan* yaitu mendapatkan modal 100% dari sumber dana Badan Layanan Umum(BLU) dan APBN Rupiah Murni (RM), target pendapatan secara bertahap dapat mengurangi subsidi anggaran dari pemerintah, sehingga dapat mencapai kemandirian sebagai rumah sakit BLU Murni. Manajemen risiko disusun berdasarkan stansar ISO 31000:2018 agar RS Jiwa Dr. Soeharto Heerdjan mampu mengendalikan semua risiko dan memastikan bahwa layanan umum yang dikembangkan dapat bersaing dan berkelanjutan.

Kata Kunci: *Lean Hospital*, Layanan umum, Instalasi Gawat Darurat (IGD), Instalasi Rawat Jalan, Instalasi Layanan Penunjang, Instalasi Rawat Inap, Sewa lahan/gedung dan bangunan dan Instalasi Pendidikan dan Pelatihan (Diklat), Pasien BPJS

**EXECUTIVE SUMMARY****Development of Lean Hospital in General Services for BPJS Health Patients at Dr. Soeharto Heerdjan Mental Hospital**

Patients with mental disorders who have physical illnesses are often rejected when they have to be referred to general hospitals because they need special treatment and are considered to interfere with services when they have to be treated with non-mental patients reinforced by the Regulation of the Minister of Health of the Republic of Indonesia Number 3 of 2020 concerning the classification and licensing of hospitals it is the fundamental reason for the development of Lean Hospital general services for BPJS patients at Dr. Soeharto Heerdjan Mental Hospital. The development of general services includes Emergency Services, Outpatient Installations, Support Services Installations, Inpatient Installations, Surgical Rooms, Lease of land / buildings and buildings and Education and Training Installations (Diklat). Dr. Soeharto Heerdjan Mental Hospital has an EFE value of 3.27 and an IFE value of 3.33, based on the analysis of Porters 5 Forces competitive strength at a moderate level. The Strategic Plan based on the IE Matrix is in the growth and Build position. The results of the SWOT and QSPM analysis of Dr. Soeharto Heerdjan Mental Hospital chose market penetration by completing infrastructure and medical equipment and improving the quality of services in developing general services according to class B hospital standards. Based on Portes's Generic Strategy RSJSH chooses a cost Leadership strategy to provide services with features that can be accepted by the community at the lowest cost compared to competitors' services, but still maintains the quality of its services in accordance with the market segment, namely BPJS patients whose costs adjust to the INACBGs rates set by the government. Marketing mix is the main focus of RSJ Dr. Soeharto Heerdjan as a business that makes the target market Business to consumer (B2C) is using the 7P concept, namely product, price, place, promotion, people, process and physical evidence. The Operational Plan by applying Lean Hospital is focused on the design of the general patient service flow and the construction of a general service building which is planned to be built in 2 stages, completing infrastructure and medical equipment, improving service quality, integrating Hospital Information Systems both internally and externally and conducting massive promotions for general services according to class B standards. HR planning is carried out to meet the needs, especially medical personnel for new services. The Financial Plan is to obtain 100% capital from the source of funds of the Public Service Agency (BLU) and the Pure Rupiah APBN (RM), the income target can gradually reduce budget subsidies from the government, so as to achieve independence as a Pure BLU hospital. Risk management is prepared based on the ISO 31000: 2018 standard so that Dr. Soeharto Heerdjan Mental Hospital is able to control all risks and ensure that the public services developed can compete and be sustainable.

**Keywords:** Lean Hospital, General Services, Emergency Department, Outpatient Installation, Support Services Installation, Inpatient Installation, Land/building and Building Lease and Education and Training Installation, BPJS Patients