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PENERAPAN *LEAN* PADA PELAYANAN FARMASI RUMAH SAKIT

INTISARI

Latar Belakang: Masalah dalam mutu pelayanan farmasi Rumah Sakit menyebabkan kepuasan pasien tidak terpenuhi. *Lean* merupakan strategi yang berfokus dalam menghilangkan ketidakefisienan. Tujuan penelitian ini adalah mengidentifikasi *waste*, menganalisis akar penyebab *waste*, dan memberikan usulan perbaikan dalam mengurangi atau mengeliminasi *waste* yang terjadi dalam proses pelayanan farmasi Rumah Sakit.

Metode: Pada review artikel ini menggunakan pendekatan Meta Analisis data kualitatif dan kuantitatif.

Hasil: Dari hasil review artikel 1-5 menghasilkan *lead time* rata-rata > 15 menit dan teridentifikasi *waste defect*, *waste overproduction*, *waste transportation*, *waste waiting*, *waste inventory*, *waste motion*, *waste overprocessing*, dan *waste human potensial* menggunakan *value stream mapping*. Untuk *root cause analysis* dari *waste* diidentifikasi menggunakan *fishbone diagram* dan 5S dengan hasil berupa fasilitas kurang memadai, *visual management* belum optimal dan ketidakseimbangan pelayanan farmasi. Usulan perbaikan, diantaranya pengadaan fasilitas, optimalisasi *visual management*, pengadaan dan perbaikan SPO. Simulasi dan Implementasi usulan perbaikan menunjukkan adanya penurunan *lead time / cycle time*.

Kesimpulan: *Waste* yang sering ditemukan pada pelayanan farmasi Rumah Sakit adalah *waste waiting* dan *waste motion*. Akar penyebab *waste* sebagian besar disebabkan fasilitas kurang memadai, *visual management* belum optimal dan ketidakseimbangan pelayanan farmasi. Usulan perbaikan dengan pengadaan fasilitas, optimalisasi *visual management*, pengadaan dan perbaikan SPO

Kata kunci: *Lean*, Pelayanan Farmasi, Rumah Sakit, *Waste*.

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APPLICATION OF LEAN IN HOSPITAL PHARMACY SERVICES

ABSTRACT

Background: Problems in the quality of hospital pharmacy services cause patient satisfaction is not fulfilled. Lean is a strategy that focuses on eliminating inefficiencies. The purpose of this research is to identify waste, analyze the root causes of waste, and provide suggestions for improvements in reducing or eliminating waste that occurs in the hospital pharmacy service process.

Methods: In this review article, the qualitative and quantitative data analysis meta approach is used.

Results: From the results of review articles 1 to 5 produce an average lead time of > 15 minutes and identified waste defects, waste overproduction, waste transportation, waste waiting, waste inventory, waste motion, waste overprocessing, and potential human waste using value stream mapping. For root cause analysis of waste identified using fishbone diagrams and 5S with the results in the form of inadequate facilities, inadequate visual management and imbalance of pharmaceutical services. Proposed improvements, including procurement of facilities, optimization of visual management, procurement and improvement of SPO. Simulation and implementation of the proposed improvements show a decrease in lead time / cycle time.

Conclusion: Waste that is often found in hospital pharmacy services is waste waiting and waste motion. The root causes of waste are mostly due to inadequate facilities, inadequate visual management and imbalance of pharmaceutical services. Proposed improvements by procuring facilities, optimizing visual management, procuring and repairing SOP.

Keywords: Lean, Pharmacy Services, Hospitals, Waste.