

Implementasi Lean Hospital untuk Meningkatkan Layanan Farmasi = Implementation of Lean Hospital to Improve Hospital Pharmacy

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Abstrak

Produktivitas diukur sebagai rasio antara output dan input, dipengaruhi oleh efisiensi dan efektivitas. Rumah Sakit Universitas Indonesia (RSUI) mengukur produktivitas berdasarkan kualitas pelayanan dan pemenuhan kebutuhan pelanggan. Namun, RSUI belum memenuhi target nasional pada Indikator Nasional Mutu, terutama waktu tunggu rawat jalan yang dipengaruhi 50% oleh unit farmasi. Empat dari enam indikator kualitas di unit farmasi belum terpenuhi. Melihat target waktu tunggu obat nonracikan <30 menit selama tahun 2023 dari mutu unitnya hanya tercapai 84,36% dan waktu tunggu obat racikan <60 menit hanya tercapai 89,30%. Untuk mengatasi ini, penelitian dilakukan untuk mengimplementasikan konsep Lean Hospital untuk mengurangi pemborosan dan meningkatkan efisiensi. Rata-rata waktu tunggu obat non-racikan adalah 56,31 menit dan obat racikan 170,24 menit. Melalui pemetaan pada waste diidentifikasi: Motion, Inventory, dan Waiting. Implementasi solusi prioritas seperti sistem First In First Out, Lean 5S, penyesuaian tata letak, Two Bin System Kanban, dan inventarisasi obat yang tidak terpakai meningkatkan efisiensi siklus produksi, meningkatkan Process Cycle Efficiency menjadi 92,3% untuk obat non-racikan dan 92% untuk obat racikan. Waktu layanan menurun menjadi 17,25 menit untuk obat non-racikan dan 48,95 menit untuk obat racikan.

.....Productivity is measured as the ratio between output and input, influenced by efficiency and effectiveness. The Universitas Indonesia Hospital (RSUI) measures productivity based on service quality and customer needs fulfillment. However, RSUI has not yet met the national targets for the National Quality Indicators, particularly the outpatient waiting time, which is influenced by 50% by the pharmacy unit. Four out of six quality indicators in the pharmacy unit have not been met. The target waiting time for non-compounded drugs of less than 30 minutes was only achieved 84.36% of the time in 2023, and the target waiting time for compounded drugs of less than 60 minutes was only achieved 89.30% of the time. To address this, a study was conducted to implement the Lean Hospital concept to reduce waste and increase efficiency. The average waiting time for non-compounded drugs was 56.31 minutes and for compounded drugs was 170.24 minutes. Waste mapping identified three main types of waste: Motion, Inventory, and Waiting. Implementing priority solutions such as the First In First Out system, Lean 5S, layout adjustments, Two Bin System Kanban, and unused drug inventory significantly improved production cycle efficiency, increasing Process Cycle Efficiency to 92.3% for non-compounded drugs and 92% for compounded drugs. Service times decreased to 17.25 minutes for non-compounded drugs and 48.95 minutes for compounded.