

## LEAN MANAGEMENT PADA ALUR *FOOD PROCESSING* DI INSTALASI GIZI RS PANTI NUGROHO TAHUN 2019

### INTISARI

**Latar belakang:** Rumah Sakit Panti Nugroho selalu berusaha memperbaiki kualitas layanannya kepada pasien, salah satunya di instalasi gizi. Terjadi beberapa permasalahan pada kegiatan di instalasi gizi terutama pada kegiatan alur *food processing*, seperti pengulangan aktivitas yang tidak perlu dan staf penata boga yang memiliki tugas ganda. Dari hasil diskusi dengan petugas, kegiatan *food processing* merupakan kegiatan yang memakan waktu paling lama sehingga staf merasa selalu sibuk dan bekerja kurang efisien.

**Tujuan:** Mengimplementasikan *lean management* untuk mengurangi dan menghilangkan *waste* di instalasi gizi RS Panti Nugroho Sleman. Secara khusus akan mengevaluasi kegiatan pada *food processing* di instalasi gizi RS Panti Nugroho, mengidentifikasi *waste* dan penyebab *waste* yang ada pada proses pelayanan gizi, mengimplementasikan *lean* manajemen sebagai solusi untuk mereduksi *waste*, dan mengukur efisiensi proses sebelum dan sesudah implementasi solusi.

**Metode:** Jenis penelitian *action research*, yang terdiri dari dari: 1) Tahap diagnosis, bersama dengan partisipan dalam mengidentifikasi dan mengelompokkan *waste*, 2) Tahap perencanaan, melibatkan partisipan dalam menentukan ide perbaikan dan menetapkan intervensi, 3) Tahap *action*, bersama dnegan partisipan mengimplementasikan intervensi solusi yang telah ditetapkan bersama, 4) Tahap evaluasi, membandingkan rata-rata waktu *lead time*, *cycle time* serta *VAR*.

**Hasil:** Penurunan *lead time* setelah intervensi *lean* manajemen sebesar 15 menit 08 detik atau 13,56% pada keseluruhan proses *food processing*. Selain itu terjadi perubahan berupa peningkatan *value added ratio* setelah intervensi *lean* manajemen yaitu: sebesar 6% dari 76% sebelum intervensi menjadi 82% sesudah intervensi. Metode *lean management* yang diterapkan terbukti dapat menambah efisiensi kegiatan *food processing* dengan meminimalisasi kegiatan yang *non value added* dengan penerapan metode 5S (*Sort, Set in order, Shine, Standardize* dan *Sustain*) dan *visual* manajemen.

**Simpulan:** Pendekatan *lean management* pada dengan metode 5S dan *visual* manajemen dapat menambah efisiensi proses *food processing* dan membuat staf lebih produktif.

**Kata Kunci:** *Lean management*, *waste*, instalasi gizi, *food processing*.

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### **ABSTRACT**

**Background:** Panti Nugroho Hospital is always trying to improve the quality of its services to patients, one of which is in a nutrition installation. There are some problems in the activities in the nutrition installation, especially in the food processing flow, such as many activities that are often repeated, as well as problems encountered by the culinary staff who have multiple tasks. From the results of discussions with officers, the food processing flow took the longest time in the process and felt that they were always busy and working less efficiently.

**Objective:** Implement lean management to reduce and eliminate waste in the nutritional installation of Panti Nugroho Hospital, Sleman. Specifically, it will evaluate activities in food processing at Panti Nugroho Hospital nutrition installation, identify waste and causes of waste that exist in the nutrition service process, implement lean management as a solution to reduce waste, and measure process efficiency before and after implementation of the solution.

**Method:** The type of action research, which consists of stages: 1) The diagnosis stage, together with the participants in identifying and classifying waste, 2) The planning stage, involving participants in determining improvement ideas and setting interventions, 3) The action stage, together with participants implement the solution of solutions that have been set together, 4) The evaluation phase, comparing the average lead time, cycle time and VAR.

**Results:** Reduced lead time after lean management intervention by 15 minutes 08 seconds or 13.56% in the whole food processing process. In addition there was a change in the form of an increase in value added ratio after the lean management intervention, namely: by 6% from 76% before the intervention to 82% after the intervention. The lean management method applied is proven to increase the efficiency of food processing activities by minimizing non-value added activities by applying 5S (Sort, Set in order, Shine, Standardize and Sustain) methods and visual management.

**Conclusion:** A lean management approach to the 5S method and visual management can increase the efficiency of the food processing process and make staff more productive.

**Keywords:** Lean management, waste, nutrition installation, food processing