

INTISARI

Instalasi Farmasi di rumah sakit merupakan salah satu penyumbang pendapatan terbesar di rumah sakit. Namun di sisi lain, Instalasi farmasi juga merupakan salah satu sumber pengeluaran terbesar di rumah sakit. Sehingga perlu dilakukan pengelolaan yang baik. Maka diperlukan suatu analisis untuk mengidentifikasi pemborosan aktivitas, salah satunya di alur seleksi, perencanaan Pengadaan, dan Penerimaan. Penelitian ini bertujuan untuk mengidentifikasi aliran proses seleksi, perencanaan, Pengadaan, dan Penerimaan perbekalan farmasi di RS Hermina Yogyakarta jika ditinjau dengan menggunakan pendekatan *Lean Hospital*, kemudian menganalisa akar masalah penyebab *waste* pada proses seleksi, perencanaan, pengadaan, dan penerimaan perbekalan farmasi di Instalasi Farmasi RS Hermina Yogya, dan memberikan usulan perbaikan dengan pendekatan *lean hospital* untuk mengurangi atau mengeliminasi *waste* kepada stakeholder di Instalasi Farmasi Rumah Sakit Hermina Yogyakarta.

Penelitian ini menggunakan metode deskriptif kualitatif, dimana dalam hal ini dilakukan penelitian tentang pendekatan *Lean Hospital* pada proses seleksi, perencanaan, Pengadaan, dan Penerimaan perbekalan di Instalasi Farmasi RS Hermina Yogyakarta, dengan cara observasi langsung untuk mengamati proses pengelolaan obat. Data kualitatif diperoleh dari instrumen berupa panduan wawancara mendalam dengan struktural yang terlibat pada proses seleksi, perencanaan, Pengadaan, dan Penerimaan perbekalan farmasi, laporan rutin, *Standar Operational Procedure* (SOP), Kebijakan, Pedoman Pelayanan dan Pengorganisasian Farmasi Rumah Sakit, serta dokumen pendukung lainnya. Analisis data *waste* hasil wawancara dilakukan dengan *current state mapping*, analisis akar masalah dengan *Root Cause Analysis* dan rancangan perbaikan sistem dibuat dalam bentuk *Future State Mapping*.

Pada penelitian ini, ditemukan *waste* yang terjadi dalam proses seleksi, perencanaan, pengadaan dan penerimaan obat, diantaranya *waste of waiting*, *waste of inventory*, *waste of human potential*, *waste of defect*, *waste of transportation*, dan *waste of overprocessing*. Usulan perbaikan pada proses seleksi, perencanaan, Pengadaan, dan Penerimaan adalah pembuatan sistem berbasis IT dan perbaikan prosedur yang efektif dan efisien untuk mengakomodir pekerjaan seleksi, perencanaan, Pengadaan, dan Penerimaan perbekalan farmasi, khususnya pada proses seleksi, perencanaan, Pengadaan, dan Penerimaan.

Kata Kunci : Pengelolaan Perbekalan Farmasi, Lean Hospital, Waste

ABSTRACT

Pharmacy Department is one of the biggest income contributors in hospitals. But on the other hand, is also one of the biggest sources of expenditure. So that good management needs to be done. Then an analysis is needed to identify wasteful activities, some of which are in the selection, planning, procurement, and received processes. This study aims to identify the flow of pharmaceutical supply management processes at Hermina Hospital in Yogyakarta if reviewed using the Lean Hospital approach, then analyze the root causes of waste in the process of managing pharmaceutical supplies at the Hermina Yogya Hospital Pharmacy Department, and propose improvements with lean hospital approach to reduce or eliminate waste to stakeholders at the Hermina Yogyakarta Hospital Pharmacy Department.

This study uses a descriptive qualitative method, in which case the research on the Lean Hospital approach to the supply management process at the Pharmacy Department of the Hermina Hospital Yogyakarta, by direct observation to observe the process of drug management. Qualitative data were obtained from instruments in the form of in-depth interview guides with structural involved in the process of managing pharmaceutical supplies, routine reports, Standard Operating Procedures (SOPs), Policies, Services and Hospital Pharmacy Organizing Guidelines, as well as other supporting documents. with current state mapping, root problem analysis with Root Cause Analysis and system improvement design made in the form of Future State Mapping.

In this study, it was found that waste occurred in the process of selection, planning, procurement, and received, including waste of waiting, waste of inventory, waste of human potential, waste of defect, waste of transportation, and waste of overprocessing. Proposed improvement in the selection, planning, procurement, and received process is the creation of an IT-based system and improvement of effective and efficient procedures to accommodate the work of managing pharmaceutical supplies, particularly in the selection, planning, procurement, and received process.

Key words : Management of pharmaceutical supplies, lean hospital, waste