

Optimalisasi Proses Pengadaan Perbekalan Farmasi di Rumah Sakit Paru Dr. M Goenawan Partowidigdo Dengan Pendekatan Lean Six Sigma = Optimalization of the Procurement Process of Pharmaceutical Supplies at Lung Hospital Dr. M Goenawan Partowidigdo with Lean Six Sigma

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Abstrak

Hambatan internal dalam proses perencanaan dan pengadaan perbekalan farmasi merupakan hambatan yang bisa dikendalikan dengan intervensi. Penelitian fokus pada usulan perubahan sistem manajemen pengelolaan perbekalan farmasi khususnya perencanaan dan pengadaan di internal tim RSPG Cisarua Bogor. Intervensi menggunakan *lean six sigma* hanya sampai pada tahap *improve*. Pengumpulan data menggunakan wawancara mendalam dengan informan yang terkait proses perencanaan dan pengadaan perbekalan farmasi, observasi dan penelusuran dokumen kemudian diakhiri dengan diskusi kelompok untuk menentukan kesepakatan bersama. Hasil penelitian menunjukkan bahwa ketiadaan prosedur tetap dalam proses pengadaan perbekalan farmasi membuat lamanya prosedur berjalan dan tidak ada tolak ukur efisiensi dalam sistem. Alat bantu dalam proses pengadaan perbekalan farmasi juga tidak ada sehingga komunikasi internal dalam tim rendah. Pada tahapan *improve* dari *lean six sigma* menghasilkan usulan perubahan standar operasional prosedur untuk proses pengadaan perbekalan farmasi rutin, penggunaan indikator efisiensi pengadaan dan pemanfaatan ABC VEN sebagai alat bantu dalam proses pengadaan perbekalan farmasi. Usulan perbaikan penggunaan ABC VEN dan indikator efisiensi perencanaan untuk mengatasi *waste over production* yang teridentifikasi selama proses perencanaan perbekalan farmasi. Usulan penetapan standar operasional prosedur baru yang memuat *timeline*, alat bantu pengelompokan perbekalan farmasi berdasarkan ABC VEN dan indikator efisiensi pengadaan untuk mengatasi *waste waiting* dalam proses pengadaan perbekalan farmasi.

*Internal obstacles in the procurement process of pharmaceutical supplies are the internal obstacles that can be controlled with intervention. The research focuses on the proposal to change the management system of pharmaceutical supplies management, especially planning and procurement in the internal team of RSPG Cisarua Bogor. The intervention uses *lean six sigma* only up to the *improve* stage. Data collection uses in-depth interviews with informants related to the procurement process of pharmaceutical supplies, observation and document tracing, then ends with a group discussion to determine an agreement. The research results show that the lack of a standard procedure in the procurement process of pharmaceutical supplies makes the procedure run long and there is no efficiency indicator in the system. The aid in the procurement process of pharmaceutical supplies is also not there, so internal communication in the team is low. In the *improve* stage of *lean six sigma*, the proposal to change the standard operating procedure for the routine procurement of pharmaceutical supplies, the use of procurement efficiency indicators and the use of ABC VEN as an aid in the procurement process of pharmaceutical supplies. The proposal to improve the use of ABC VEN and efficiency indicators for planning to overcome *waste over production* identified during the planning process of pharmaceutical supplies. The proposal to set a new standard operating procedure that contains a *timeline*, the aid in grouping pharmaceutical supplies based on ABC VEN and procurement efficiency indicators to overcome *waste waiting* in the procurement process of pharmaceutical supplies.*

changes to the management system of pharmaceutical supplies management, especially planning and procurement within the RSPG Cisarua Bogor team. Intervention using lean six sigma only reaches the stage of improvement. Data collection used in-depth interviews with informants related,observation and document tracing then ended with group discussions.The results showed that the <span data-is-focusable="true"

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id="tgtAlignment_93">fixed <span data-is-focusable="true"
id="tgtAlignment_94">procedures in the <span data-is-focusable="true"
id="tgtAlignment_95">process made run
longer and <span data-is-
focusable="true" id="tgtAlignment_103">there <span data-is-focusable="true"
id="tgtAlignment_104">was no
benchmark <span data-is-focusable="true"
id="tgtAlignment_107">of <span data-is-focusable="true"
id="tgtAlignment_108">efficiency <span data-is-focusable="true"
id="tgtAlignment_109">in the
system<span data-is-
focusable="true" id="tgtAlignment_112">. Tools <span data-is-
focusable="true" id="tgtAlignment_114">in <span data-is-focusable="true"
id="tgtAlignment_115">the <span data-is-focusable="true"
id="tgtAlignment_116">process <span data-is-focusable="true"
id="tgtAlignment_117">are also
absent <span data-is-focusable="true"
id="tgtAlignment_124">so that
internal <span data-is-focusable="true"
id="tgtAlignment_127">communication <span data-is-focusable="true"
id="tgtAlignment_128">within the <span data-is-focusable="true"
id="tgtAlignment_129">team is <span data-is-focusable="true"
id="tgtAlignment_130">low.
At the <span data-is-focusable="true"
id="tgtAlignment_133">improve <span data-is-focusable="true"
id="tgtAlignment_134">stage produced <span data-is-focusable="true"
id="tgtAlignment_139">proposals for <span data-is-focusable="true"
id="tgtAlignment_140">changes to
standard <span data-is-focusable="true"
id="tgtAlignment_143">operating <span data-is-focusable="true"
id="tgtAlignment_144">procedures <span data-is-focusable="true"
id="tgtAlignment_145">for routine
pharmaceutical supply procurement <span
data-is-focusable="true" id="tgtAlignment_148">processes<span data-is-focusable="true"
id="tgtAlignment_149">, the use of procurement <span data-is-focusable="true"
id="tgtAlignment_150">efficiency <span data-is-focusable="true"
id="tgtAlignment_151">indicators <span data-is-focusable="true"
id="tgtAlignment_152">and the <span data-is-focusable="true"
id="tgtAlignment_153">use of
ABC <span data-is-focusable="true"
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atoolinthepharmaceuticalsupplyprocurementprocess.ProposedimprovementsintheuseofABCVENand planning efficiencyindicatorstoaddresswasteoverproduction. Proposedestablishment of newstandardoperatingprocedurescontainingtimelines,forgroupingpharmaceuticalsuppliesbasedonABCVENandprocurementefficiencyindicatorstoovercomewastewaiting.