Joint Event

Public Health, Women's Health, Nursing and Hospital Management

December 03-04, 2018 | Lisbon, Portugal

Queuing management simulation using lean in pharmacy Hermina Yogya Hospital: exploiting the potential of reducing cycle time

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Pharmacy is responsible for providing all the prescribed drugs and advising patients about the use of the medication. This unit is important for the hospital economically because 4-50% of hospital revenues come from it. Lean is implemented in pharmacy to reduce the cycle time using sequencing job analysis. Prior to implementing lean, the team has conducted training all staff, including in the conduct of measurements and audits to oversee performance metrics in line with lean implementation. The team has supported the involvement of staff, including in committing and engaging in totality implementation activities. Measurements used are; average cycle time; job lateness and; percentage of job lateness. This time is calculated from the patient give prescribing to receiving the drug in minutes. The pharmacy cycle time of the selected sample is 110 respondents divided into three categories; red for recipes containing one-three items with target of five minutes; yellow for recipes containing four-six items with target 10 minutes and; green for recipes containing more than six items with a target of 15 minutes. The pharmacy cycle time one month after implemented lean of the selected sample is 110 respondents divided into three categories. For cycle time the red category on average for six minutes, yellow nine minutes and green 20 minutes. When compared to the target, the red category that exceeds the target is 31.46% (28/89), 21.43% yellow (3/14) and 14.28% green (1/7). The above results show that lean implementation is successful in reducing waiting time in certain items in the pharmacy. In the end, lean can directly reduce cycle time. In addition, the change of conventional service model that is in the order of arrival can be changed with SPT (shortest processing time) model. Thus there is a significant decrease in service time for red by 50.36%, yellow 69.20% and green 60.71%..

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