

Penerapan Lean Hospital Dalam Upaya Mengurangi Waktu Tunggu Obat Pasien Rawat Jalan Non-JKN di Instalasi Farmasi Charitas Hospital Palembang

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Abstrak

<div style="text-align: justify;">Pelayanan farmasi rawat jalan merupakan salah satu komponen penting dalam penyelenggaraan pelayanan rumah sakit yang berperan dalam menjamin mutu pelayanan, keselamatan pasien, serta tingkat kepuasan pasien. Salah satu indikator mutu pelayanan farmasi adalah waktu tunggu pelayanan resep. Hasil pengamatan awal di Instalasi Farmasi Rawat Jalan Charitas Hospital Palembang menunjukkan bahwa waktu tunggu pelayanan resep, khususnya resep racikan, masih belum memenuhi Standar Pelayanan Minimal (SPM) yang ditetapkan. Penelitian ini bertujuan untuk menganalisis penerapan Lean Hospital sebagai upaya meningkatkan efisiensi proses pelayanan dan menurunkan waktu tunggu pelayanan resep di Instalasi Farmasi Rawat Jalan Charitas Hospital Palembang. Penelitian ini merupakan studi operasional dengan pendekatan Lean Hospital. Pengumpulan data dilakukan melalui observasi langsung terhadap alur pelayanan resep dan pengukuran waktu pada setiap tahapan pelayanan. Sebanyak 200 resep dianalisis, yang terdiri atas 152 resep obat jadi dan 48 resep racikan. Analisis dilakukan menggunakan Value Stream Mapping (VSM), identifikasi pemborosan (waste) berdasarkan prinsip Lean dan fishbone diagram, serta pengukuran efisiensi proses melalui perhitungan Value Added Ratio (VAR). Hasil penelitian menunjukkan bahwa pada kondisi current state, lead time pelayanan resep obat jadi mencapai 34,5 menit yang terdiri atas Value Added Time (VAT) sebesar 16,8 menit dan Non-Value Added Time (NVAT) sebesar 17,8 menit. Sementara itu, lead time pelayanan resep racikan mencapai 74,3 menit dengan VAT sebesar 45,4 menit dan NVAT sebesar 29,1 menit. Analisis waste menunjukkan bahwa jenis pemborosan yang paling dominan adalah waiting waste, yaitu sebesar 61,8% pada pelayanan resep obat jadi dan 53,61% pada pelayanan resep racikan, diikuti oleh overprocessing waste. Berdasarkan hasil analisis penyebab waste, dilakukan berbagai intervensi perbaikan Lean yang meliputi penambahan Tenaga Teknis Kefarmasian (TTK) pada shift pagi dan siang, pemanfaatan WhatsApp Blast sebagai media pemberitahuan real-time kepada pasien terkait penyelesaian obat, penguatan koordinasi dengan pihak provider asuransi, penyediaan hand blender dan alat pengisi kapsul untuk mendukung proses peracikan, implementasi prinsip 5S, optimalisasi tata letak ruang pelayanan, penerapan visual management, serta penyesuaian jadwal praktik dokter spesialis dan peningkatan kepatuhan terhadap jadwal pelayanan. Hasil future state mapping menunjukkan adanya peningkatan efisiensi proses pelayanan. Lead time pelayanan resep obat jadi menurun menjadi 20,3 menit atau berkurang sebesar 41,2%, sedangkan lead time pelayanan resep racikan menurun menjadi 52,9 menit atau berkurang sebesar 28,8%. Selain itu, nilai VAR pada resep obat jadi meningkat dari 48,7% menjadi 49,75%, sedangkan nilai VAR pada resep racikan meningkat dari 61,1% menjadi 62,75%. Penelitian ini menyimpulkan bahwa penerapan Lean Hospital mampu mengidentifikasi dan mengeliminasi aktivitas yang tidak memberikan nilai tambah sehingga meningkatkan efisiensi proses pelayanan farmasi dan menurunkan waktu tunggu pelayanan resep di Instalasi Farmasi Rawat Jalan Charitas Hospital Palembang.</div><hr /><div style="text-align: justify;">Outpatient pharmacy services constitute an essential component of hospital healthcare delivery, playing a significant role in ensuring service quality,

patient safety, and patient satisfaction. One of the key indicators of pharmacy service quality is prescription waiting time. Preliminary observations conducted at the Outpatient Pharmacy Department of Charitas Hospital Palembang indicated that prescription waiting times, particularly for compounded prescriptions, had not yet met the established Minimum Service Standards (MSS). This study aimed to analyze the implementation of Lean Hospital principles as an approach to improving service efficiency and reducing prescription waiting times at the Outpatient Pharmacy Department of Charitas Hospital Palembang. This study employed an operational research design using a Lean Hospital approach. Data were collected through direct observation of prescription service workflows and time measurements at each stage of the dispensing process. A total of 200 prescriptions were analyzed, comprising 152 non-compounded prescriptions and 48 compounded prescriptions. Data analysis was conducted using Value Stream Mapping (VSM), waste identification based on Lean principles and fishbone diagram analysis, as well as process efficiency assessment through the calculation of the Value Added Ratio (VAR). The findings revealed that, in the current state, the lead time for non-compounded prescriptions was 34.5 minutes, consisting of 16.8 minutes of Value Added Time (VAT) and 17.8 minutes of Non-Value Added Time (NVAT). Meanwhile, the lead time for compounded prescriptions was 74.3 minutes, comprising 45.4 minutes of VAT and 29.1 minutes of NVAT. Waste analysis demonstrated that waiting waste was the most dominant type of waste, accounting for 61.8% of total waste in non-compounded prescription services and 53.61% in compounded prescription services, followed by overprocessing waste. Based on the analysis of waste causes, several Lean improvement interventions were implemented, including the addition of pharmacy technicians during morning and afternoon shifts, the utilization of WhatsApp Blast as a real-time notification system to inform patients when medications were ready for collection, enhanced coordination with insurance providers, the provision of hand blenders and capsule-filling devices to support compounding activities, implementation of the 5S methodology, optimization of pharmacy layout, application of visual management techniques, and adjustment of specialist physicians' practice schedules along with improved compliance with service schedules. The future state mapping demonstrated improved process efficiency. The lead time for non-compounded prescriptions decreased to 20.3 minutes, representing a 41.2% reduction, while the lead time for compounded prescriptions decreased to 52.9 minutes, representing a 28.8% reduction. Furthermore, the VAR for non-compounded prescriptions increased from 48.7% to 49.75%, whereas the VAR for compounded prescriptions increased from 61.1% to 62.75%. This study concludes that the implementation of Lean Hospital principles effectively identified and eliminated non-value-added activities, thereby improving pharmacy service efficiency and reducing prescription waiting times at the Outpatient Pharmacy Department of Charitas Hospital Palembang.