

Penurunan Waktu Tunggu Pelayanan Resep dengan Intervensi Lean Six Sigma di Instalasi Farmasi Rawat Jalan RS St.Carolus Summarecon Serpong = Reduction of Prescription Service Waiting Time with Lean Six Sigma Intervention in Outpatient Pharmacy at St. Carolus Summarecon Serpong Hospital

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Abstrak

Waktu tunggu pelayanan resep merupakan salah satu indikator mutu unit pelayanan farmasi rumah sakit. Indikator mutu waktu tunggu pelayanan obat pada tahun 2021-2023 yang tidak mencapai standar menjadi masalah yang harus diselesaikan di RS St. Carolus Summarecon Serpong karena mengakibatkan penurunan kepuasan pasien dan berpotensi menyebabkan kehilangan resep yang tidak ditebus pasien di rumah sakit. Penelitian ini menggunakan desain penelitian operational research dengan pendekatan kualitatif. Pengambilan data dilakukan pada bulan Mei-Agustus 2024 di unit farmasi rawat jalan dengan jumlah sampel 97 resep obat jadi dan 95 resep obat racikan. Observasi langsung dilakukan dengan metode time motion study, wawancara dengan informan terpilih dan telaah dokumen. Pada kondisi current state, lead time untuk resep obat jadi adalah 17 menit 56 detik, sedangkan lead time untuk resep obat racikan adalah 30 menit 26 detik. Dari hasil identifikasi waste baik pada obat jadi maupun racikan, diperoleh jenis waste yang terbanyak adalah waste waiting. Akar masalah penyebab terjadinya waste diperoleh operator call center yang sibuk dan kendala jaringan saat melakukan konfirmasi penjaminan, scanner barcode alat kesehatan tidak berfungsi optimal, sistem penginputan tindakan medis oleh dokter belum dijalankan, keterbatasan tenaga di farmasi serta bahan obat racikan yang terletak jauh dari tempat peracikan dan tidak ada yang membantu pengambilan bahan obat racikan. Intervensi Lean Six Sigma yang diterapkan menggunakan tools heijunka, standarisasi kerja, 5S dan visual management berhasil menurunkan lead time sebesar 30,8% untuk resep obat jadi dan sebesar 36,4% untuk resep racikan.

.....Waiting time for prescription services is one of the quality indicators of a hospital's pharmacy service. Quality indicators for the waiting time for prescription services in 2021-2023 that did not meet the standards had become a problem that needs to be resolved at RS St. Carolus Summarecon Serpong as it resulted in decreased patient satisfaction and potentially caused the loss of prescriptions that were not redeemed by patients at the hospital. This study used an operational research design with a qualitative approach. Data collection was carried out in May-August 2024 at the outpatient pharmacy unit with a sample size of 97 finished drug prescriptions and 95 compounded drug prescriptions. Direct observation was carried out using the time motion study method, interviews with selected informants and document review. In the current state condition, the lead time for finished drug prescriptions was 17 minutes 56 seconds, while the lead time for compounded drug prescriptions was 30 minutes 26 seconds. From the identification of waste in both finished and compounded drugs, the type of waste that was most abundant was waiting waste. The root causes of waste were identified as busy call center operators and network constraints when confirming insurance, the barcode scanner of the medical equipment not functioning optimally, the system for inputting medical actions by doctors had not being implemented, limitations of personnel in the pharmacy, compounding drug materials located far from the compounding location, and finally no one to assist in

taking the compounding drug materials. Lean Six Sigma interventions applied using heijunka tools, work standardization, 5S, and visual management successfully reduced lead time by 30.8% for finished drug prescriptions and for compounded drug prescriptions decreased by 36.4%.