

IMPLEMENTASI *LEAN THINKING* UNTUK MENURUNKAN WAKTU TUNGGU PELAYANAN OBAT DI INSTALASI FARMASI RAWAT JALAN RUMAH SAKIT PANTI RINI

ABSTRAK

Latar belakang : Rumah Sakit Panti Rini berusaha melakukan perbaikan dalam meningkatkan kualitas pelayanan, salah satunya mengurangi waktu tunggu di Instalasi Farmasi Rawat Jalan.

Tujuan : Mengimplementasi *lean thinking* untuk menurunkan waktu tunggu pelayanan obat di Instalasi Farmasi Rawat Jalan RS Panti Rini. Secara khusus akan mengidentifikasi *waste*, mengimplementasi solusi dan menganalisis waktu tunggu pelayanan obat sebelum dan sesudah implementasi *lean thinking* di Instalasi Farmasi Rawat Jalan RS Panti Rini.

Metode : Jenis penelitian *action research* yang terdiri dari : 1). Tahap mempersiapkan instrumen dan perizinan, 2) Tahap persiapan pengumpulan data sebelum intervensi dan perencanaan tindakan serta pembekalan terkait hubungan alur pelayanan dan waktu tunggu 3). Tahap implementasi *lean thinking* dalam mengatasi *waste*, 4) Tahap evaluasi setelah intervensi.

Hasil dan Pembahasan : Waste yang teridentifikasi secara dominan adalah *waste of waiting, extra processing, motion, defect* dan *inventory*. Solusi untuk mengatasi waste tersebut yang terimplementasi adalah penggunaan sistem IT. Dampak nya; didapatkan penurunan *lead time* resep racikan dari 85 menit menjadi 52.9 menit dan resep non racikan dari 37.6 menit menjadi 19.8 menit. Terdapat kenaikan VAR (*Value Added Ratio*) sebesar 24% untuk resep elektronik racikan dan 25% untuk resep elektronik non racikan. Hasil uji *Independent Samples T-Test* untuk resep racikan menunjukkan bahwa $p=0.00$ ($p<0,05$) dan Hasil uji *Mann-Whitney U Test* untuk resep non racikan menunjukkan bahwa $p=0,00$ ($p<0,05$) sehingga hasilnya signifikan.

Kesimpulan : Implementasi *Lean Thinking* dapat meningkatkan efisiensi proses pelayanan obat sehingga menurunkan waktu tunggu di instalasi farmasi rawat jalan.

Kata Kunci : *lean thinking, waste, waktu tunggu instalasi farmasi rawat jalan.*

IMPLEMENTATION OF LEAN THINKING TO REDUCE THE WAITING TIME FOR DRUG SERVICES IN OUTPATIENT PHARMACEUTICAL INSTALLATIONS IN PANTI RINI HOSPITAL

ABSTRACT

Background: Panti Rini Hospital is trying to make improvements in improving service quality, one of which is reducing waiting time at the Outpatient Pharmacy Installation.

Objective : Implementing lean thinking to reduce waiting time for drug services at the Outpatient Pharmacy Installation at Panti Rini Hospital. In particular, it will identify waste, implement solutions and analyze drug service waiting times before and after the implementation of lean thinking at the Outpatient Pharmacy Installation at Panti Rini Hospital.

Method: This type of action research research consists of: 1). The stage of preparing instruments and permits, 2) The preparation stage of data collection prior to intervention and action planning and debriefing regarding the relationship between service flow and waiting time 3). The stage of implementing lean thinking in dealing with waste, 4) The evaluation stage after the intervention

Results and Discussion: The dominantly identified waste in the drug service process is waste of waiting, extra processing, motion, defects and inventory. The solution to overcome this waste that is implemented is the use of an IT system. The impact; it was found that the lead time for compounding recipes decreased from 85 minutes to 52.9 minutes and non compounding recipes from 37.6 minutes to 19.8 minutes. There is an increase in VAR (Value Added Ratio) of 24% for compounding electronic recipes and 25% for non compounding electronic recipes. The results of the Independent Samples T-Test for compounding recipes showed that $p=0.00$ ($p<0.05$) and the results of the Mann-Whitney U Test for non compounding recipes showed that $p=0.00$ ($p<0.05$) so the results significant.

Conclusion: Implementation of Lean Thinking can increase the efficiency of the drug service process thereby reducing waiting time at outpatient pharmacy installations.

Keywords: lean thinking, waste, outpatient pharmacy waiting time.