

Latar Belakang: Waktu tunggu yang lama merupakan salah satu masalah yang paling serius diungkap oleh mayoritas pasien di banyak fasilitas kesehatan, dan memiliki dampak kuat terhadap kepuasan pasien terhadap fasilitas pelayanan kesehatan yang dituju serta menyebabkan banyak pasien menjadi frustrasi. Pada Triwulan III waktu tunggu obat racikan yang terlayani ≤ 30 menit masih mencapai 74%, sedangkan standarnya adalah 80%. Dan waktu tunggu obat non-racikan sudah mencapai target, yaitu 84% terlayani pada kurun waktu ≤ 60 menit. Tetapi hal ini tentunya masih harus diperbaiki, karena kepuasan pasien salah satunya adalah waktu tunggu yang singkat. *Lean management* merupakan upaya untuk menghilangkan pemborosan (*waste*) dan meningkatkan nilai tambah (*value added*). Dengan penerapan *lean management* diharapkan dapat mengidentifikasi *waste* dan melakukan intervensi yang sesuai sehingga dapat mengurangi waktu tunggu pelayanan resep obat.

Tujuan: Tujuan penelitian ini adalah untuk menganalisis dampak implementasi *lean management* terhadap alur pelayanan resep rawat jalan di unit Farmasi Rumah Sakit Umum Queen Latifa.

Metode: Penelitian ini menggunakan desain penelitian *action research* dengan melakukan perhitungan terhadap *lead time*, *cycle time* dan *waiting time* yang ditemukan di layanan Farmasi Rawat Jalan sebelum dan setelah dilakukan penerapan *lean management*, dan mencari *waste* pada pelayanan resep rawat jalan. Penelitian dilakukan di unit Farmasi RSU Queen Latifa pada resep rawat jalan pada bulan Mei 2024 sampai Juni 2024.

Hasil: Dari hasil observasi ditemukan *waste* pada pelayanan resep obat rawat jalan di unit Farmasi yaitu *defect*, *waiting*, *motion*, *inventory*, dan *extra processing*. Setelah dilakukan penerapan *lean management* terdapat penurunan *lead time* yaitu 14 menit 38 detik pada pelayanan resep obat non racikan, dengan penurunan di *non value added* yaitu 2 menit, dan penurunan *waiting time* sebesar 13 menit 3 detik. Dan terjadi penurunan pada pelayanan resep obat racikan dimana penurunan *lead time* sebesar 9 menit 28 detik, dengan penurunan *non value added* yaitu 7 menit 16 detik, dan penurunan *waiting time* sebesar 8 menit 38 detik.

Simpulan: *Lean management* dapat mengurangi waktu tunggu pelayanan resep obat rawat jalan, sehingga diharapkan praktik *lean management* dapat dilakukan secara berkelanjutan.

Kata kunci: Farmasi, resep, waktu tunggu, *lean management*, *waste*.

ABSTRACT

Background: Long waiting times are one of the most serious problems expressed by the majority of patients in many health facilities, and have a strong impact on patient satisfaction with the intended health care facility and cause many patients to become frustrated. In the third quarter, the waiting time for prescriptions of compounded drugs that were served ≤ 30 minutes still reached 74%, while the standard is 80%. And the waiting time for prescription of non-compounded drugs has reached the target, which is 84% served within ≤ 60 minutes. But this of course still has to be improved, because one of patient satisfaction is a short waiting time. Lean management is an effort to eliminate waste and increase value added. With the application of lean management, it is expected to identify waste and make appropriate interventions so can to reduce the waiting time for prescription drug services.

Objective: The purpose of this study was to analyze the impact of lean management implementation on outpatient prescription service in the Pharmacy unit of Queen Latifa General Hospital.

Methods: This study used an action research design by calculating the lead time, cycle time and waiting time found in the outpatient pharmacy service before and after the implementation of lean management, and looking for waste in outpatient prescription services. The research was conducted in the Pharmacy unit of Queen Latifa Hospital on outpatient prescriptions from May 2024 to June 2024.

Results: From the results of observations, it was found that waste in outpatient drug prescription services in the Pharmacy unit, was defects, waiting, motion, inventory, and extra processing. After the implementation of lean management, there was a decrease in lead time of 14 minutes 38 seconds in the prescription service for non-compounded drugs, a decrease in non value added of 2 minutes, and a decrease in waiting time of 13 minutes 3 seconds. And there was a decrease in prescription services for compounded drug with a decrease in lead time of 9 minutes 28 seconds, a decrease in non value added of 7 minutes 16 seconds, and a decrease in waiting time of 8 minutes 38 seconds.

Conclusion: Lean management can reduce waiting time for outpatient drug prescription services, so it is hoped that lean management practices can be carried out in a sustainable manner.

Keywords: Pharmacy, prescription, waiting time, lean management, waste.