

Persepsi pegawai terhadap upaya cost containmen di istalasi farmasi RSUD Pasar Rebo tahun 2011 = Staff perception of cost containmen in pharmacy installation on RSUD Pasar Rebo year 2011

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Abstrak

Instalasi Farmasi RSUD Pasar Rebo merupakan pusat pendapatan RS, Namun, realisasi anggaran Instalasi Farmasi selalu lebih tinggi dari perencanaannya selama lima tahun terakhir sejak 2007 sampai 2011 yang mungkin dipengaruhi oleh cost awareness, cost management, cost monitoring, dan cost incentive sebagai faktor-faktor dari cost containment.

Tujuan penelitian ini untuk menganalisis cost containment di Instalasi Farmasi RSUD Pasar Rebo dengan mengetahui cost awareness, cost management, cost monitoring, dan cost incentive dan juga upaya cost containment yang dilaksanakan secara keseluruhan.

Penelitian ini merupakan penelitian kualitatif dengan memanfaatkan dua teknik pengumpulan data yaitu data sekunder dan wawancara mendalam kepada pegawai level manajemen RS yang terkait erat dengan Instalasi Farmasi RSUD Pasar Rebo. Penelitian ini dilaksanakan selama Juli 2011 sampai Juli 2012.

Hasil penelitian menunjukkan variabel cost awareness yaitu pelatihan belum mengarah pada efisiensi, serta pengkomunikasian harga melalui spanduk dengan slogan yang memotivasi pegawai ataupun acara khusus untuk pengenalan harga sediaan farmasi bagi pegawai pun belum ada.

Variabel cost management yaitu budget dengan realisasi budget lebih tinggi dari perencanaan, pengkonsolidasian dokter melalui forum ?reboan? dihadiri sekitar 30 persen dokter, e-prescribing belum diaplikasikan, penyediaan obat dihitung dengan stok minimum dan maksimum tetapi belum ada pegawai yang ditunjuk untuk bertanggung jawab menghindari obat expired, pengurangan biaya operasional diterapkan dengan mematikan AC dan lampu yang tidak digunakan, pemanfaatan ulang kertas bekas, serta penyiapan obat dengan tepat, sementara dukungan eksekutif masih dipandang sebagai supervisi.

Variabel cost monitoring yaitu pemantauan keuangan berkelanjutan dalam hal ini cash flow masih belum mampu dimanfaatkan sebagai alat untuk memberi peringatan kepada Instalasi Farmasi untuk sejalan dengan perencanaan budget, selain belum kuatnya bargaining position RS walaupun margin obat generik dan obat non generik di atas 30 persen, dan masih terjadi selisih saat stock opname, pelayanan terintegrasi masih birokratis serta belum dapat meraih sense of belonging pegawai karena tidak sampainya informasi yang cukup, pengamanan obat penting dilakukan dengan pembedaan lemari serta adanya kartu stok.

Variabel cost incentive yaitu pemberian insentif belum ditentukan oleh output kinerja melainkan kompetensi. Hal tersebut di atas menunjukkan upaya pengendalian biaya yang masih memprihatinkan di RSUD Pasar Rebo khususnya di Instalasi Farmasi. Kesimpulannya bahwa Instalasi Farmasi RSUD Pasar Rebo belum mengimplementasikan cost containment (cost awareness, cost management, cost monitoring, cost incentive) secara tepat.

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The Pharmacy Installation of RSUD Pasar Rebo is a revenue centre for the hospital. Therefore, the Realisation of Budget of Pharmacy Installation had been higher than its planning for five years since 2007 until 2011 that might be influenced by cost awareness, cost management, cost monitoring and cost incentive

as factors of cost containment.

The objective of this research was to analyze the cost containment at The Pharmacy Installation of RSUD Pasar Rebo by knowing cost awareness, cost management, cost monitoring, and cost incentive and also the cost containment efforts for overall.

This research was a qualitative research, conducted by utilizing two data collection techniques which were secondary data and in-depth interview on the entire management level of hospital which was related directly to The Pharmacy Installation of RSUD Pasar Rebo. This research conducted throughout the months of July 2011 ? July 2012.

The result of the study revealed variables of cost awareness were the training program had not directed to efficiency and there were not the price communication by putting motivation statement on working area nor special event for making pharmacy staff knowing about price of pharmacy things.

Variables of cost management were the budget which was realization higher than it plan, the doctor consolidation through "reboan" had admitted around 30 percent, the e-prescribing had not applied, the medicine reservation calculated by minimum and maximum stock but there was not a responsible staff to avoid expired medicine, the reducing operational cost was applied by turning off AC and lamp when unused, reuse paper, and preparation medicine correctly, the executive support was adjusted like a supervision not a support.

Variables of cost monitoring were the monitoring financial continually by cash flow was disable to warn The Pharmacy Installation strict to the budget planning nor had bargaining position in medicine principal even the generic and non generic margins upper 30 percent, moreover stock opname still had mismatch, the integrated service was birocratic and staff's sense of belonging can't be reached cause not enough information can be achieved, the security of important medicine through differentiating cupboard and stock card. Variable of cost incentive was the Incentive given had not determined by output of work but competences.

It was revealed that cost containment efforts were still poorly implemented at RSUD Pasar Rebo especially at The Pharmacy Installation. The conclusion was The Pharmacy Installation of RSUD Pasar Rebo had not yet properly implemented cost containment (cost awareness, cost management, cost monitoring, and cost incentive).