

# Penerapan lean thinking dalam upaya perbaikan pelayanan farmasi rawat jalan di RSUD Kota Depok = The application of lean thinking in the improvement effort of outpatient pharmacy service at general hospital of Depok City

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## Abstrak

Farmasi Rawat Jalan adalah bagian dari Instalasi Farmasi Rumah Sakit yang melayani resep pasien Poliklinik. Standar Pelayanan Minimal Rumah Sakit untuk pelayanan farmasi antara lain waktu tunggu pelayanan obat jadi < 30 menit dan waktu tunggu pelayanan obat racik < 60 menit. Pada tahun 2017, waktu tunggu pelayanan obat jadi RSUD Kota Depok adalah 43,64 menit dan waktu tunggu pelayanan obat racikan adalah 66,77 menit. Berdasarkan kotak saran dari 200 keluhan pelayanan rumah sakit ditemukan 40 keluhan pelayanan farmasi rawat jalan yang kurang memuaskan.

Penelitian ini adalah kualitatif, menggunakan konsep lean adalah mengurangi waktu tunggu pelayanan farmasi rawat jalan dengan memperbaiki aliran kerja, meminimalisasi kegiatan non-value-added dan mengeliminasi waste. Future state map memperlihatkan bahwa waktu tunggu obat jadi turun menjadi 15,67 menit dan waktu tunggu obat racik menjadi 51,15 menit. Persentase kegiatan non-value added pelayanan obat jadi turun 12,1 % dan kegiatan non-value added obat racik turun 4,04 %.

Penerapan lean mengurangi waktu tunggu pelayanan obat jadi dan waktu tunggu pelayanan obat racik, menurunkan persentase kegiatan non-value added dan meningkatkan kegiatan value added di Farmasi Rawat Jalan RSUD Kota Depok. Perbaikan yang dilakukan adalah redesain alur pelayanan resep dengan input administrasi obat dilakukan di akhir proses pengerjaan resep, penambahan visual management dan penerapan 5S yang baik.

Outpatient Pharmacy is part of Hospital Pharmacy Installation which serves patient prescription of Polyclinic. Minimum Hospital Service Standards for pharmaceutical services include lead time of drug service <30 minutes and lead time of drug treatment <60 minutes. In the year 2017, lead time of finished drug was 43.64 minutes and lead time of concoction drug service was 66.77 minutes. Based on the suggestion box of 200 hospital service complaints found 40 complaints of outpatient pharmacy service is less satisfactory.

This research is qualitative, using lean concept is to reduce lead time of outpatient pharmacy service by improving work flow, minimizing non-value-added activities and eliminating waste. Future state map shows that the waiting time of the drug so decreased to 15.67 minutes and the time of concoction drug to 51.15 minutes. The percentage of non-value added activities of finished drugs service decreased by 12.1% and non-value added activities of concoction drugs decreased 4.04%.

The application of lean reduces the lead time of finished drug service and the lead time of concoction drug service, decreases the percentage of non-value added activity and increases the value added activity in Outpatient Pharmacy. Improvements made by redesigning prescription service flow that the administration of drug is done at the end of the process of prescription, the addition of visual management and good application of 5S.