

RINGKASAN

Upaya Peningkatan Mutu Pelayanan Instalasi Farmasi RS. Siti Khodijah Sepanjang Berdasarkan Aspek *Distinctive Competencies* (Studi *Benchmarking* di RS. Muhammadiyah Lamongan)

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Keunggulan bersaing menjadi isu utama bagi sebuah organisasi bisnis pada saat ini, demikian pula dengan organisasi instalasi farmasi rumah sakit. Keunggulan tersebut diharapkan mampu memberi kepuasan kepada kastemer instalasi farmasi rumah sakit, yang pada akhirnya membuat kastemer melakukan pengulangan pembelian. Keadaan tersebut akan menjadikan kastemer yang setia.

Dari hasil survei pada bulan Mei 2004 menunjukkan bahwa resep lolos sebesar 41%, padahal target manajemen tidak boleh lebih dari 30%. Peningkatan mutu pelayanan di Instalasi Farmasi Rumah Sakit Siti Khodijah (IF RSSK) menjadi fokus penanganan, karena berdasarkan hasil survei berkala menunjukkan 31,8 % kastemer tidak puas terhadap kecepatan pelayanan. Ketidakpuasan tersebut diasumsikan sebagai penyebab resep lolos. Untuk meningkatkan mutu pelayanan farmasi di IF RSSK, maka dilakukan studi *benchmark* dengan Instalasi Farmasi Rumah Sakit Muhammadiyah Lamongan (IF RSML). Rumah sakit ini dipilih karena berdasarkan survei pada bulan Oktober 2004, angka resep yang lolos hanya 4%.

Studi *benchmarking* ini bertujuan untuk mengukur tingkat pengetahuan dan sikap manajer dan petugas pelaksana IF SSK dan IF RSML, mengukur *resources* yang dimiliki IF RSSK dan IF RSML, mengukur *organizational capabilities* IF RSSK dan IF RSML, menganalisis *distinctive competencies* (kondisi ruang tunggu, kenyamanan ruang tunggu, kondisi kemasan, kondisi etiket, informasi tata cara antrian, dan penjelasan tata cara minum dan efek samping obat) IF RSSK dan IF RSML, mengukur kepuasan kastemer IF RSSK dan IF RSML. Pengukuran pengetahuan dan sikap petugas dilakukan dengan menggunakan kuesioner yang diisi secara mandiri. *Resources* (fasilitas dan peralatan serta Staf dan pimpinan) dan *organizational capabilities* (falsafah dan tujuan pelayanan farmasi, pelayanan berorientasi pada kebutuhan pasien, struktur organisasi, Panitia Farmasi dan Terapi, Kebijakan dan protap tertulis tentang pelayanan farmasi, program orientasi pegawai baru, program pendidikan berkelanjutan, program peningkatan mutu, manajemen data dan pertemuan berkala) dinilai dengan wawancara mendalam kepada manajer IFRS dengan menggunakan pedoman wawancara. *Distinctive competencies* dan kepuasan kastemer diukur dari persepsi kastemer dengan menggunakan kuesioner yang diisi secara mandiri. Untuk melihat adakah hubungan antara *distinctive competencies* dengan kepuasan kastemer, maka hasil penilaian kastemer tersebut dianalisis dengan menggunakan uji statistik korelasi Pearson. Hasil penelitian dipakai sebagai bahan untuk memberikan rekomendasi upaya peningkatan mutu pelayanan IF RSSK.

Hasil penelitian menunjukkan bahwa tingkat pengetahuan petugas IF RSSK untuk seluruh item pertanyaan relatif lebih rendah jika dibandingkan dengan petugas IF RSML. Rata-rata nilai terendah adalah pengetahuan petugas tentang kastemer (39,05). Sikap petugas dalam mendukung terciptanya *distinctive competencies* di IF RSSK dan IF RSML ternyata sama-sama mendukung. Berdasarkan penilaian kastemer bahwa *distinctive competencies* yang dimiliki oleh IF RSML dinilai lebih baik jika dibandingkan dengan IF RSSK. Kepuasan kastemer terhadap pelayanan di IF RSML ternyata lebih tinggi dari pada kastemer di IF RSSK. Dengan menggunakan uji korelasi dari Pearson dapat disimpulkan ada hubungan antara *distinctive competencies* dengan kepuasan kastemer ($p = 0,001$, $\alpha = 0,05$). Penilaian *resources* di antara kedua IFRS menunjukkan bahwa *resources* di kedua IFRS sama-sama memadai akan tetapi di IF RSML punya kelebihan yaitu adanya intranet yang sedang uji coba rekam medik elektronik. *Organizational capability* IF RSML sudah memadai untuk seluruh item, sedangkan di IF RSSK hampir seluruh item tidak memadai.

Kesimpulan penelitian adalah *distinctive competencies* IF RSSK lebih rendah jika dibandingkan dengan IF RSML. *Distinctive competencies* yang rendah menyebabkan tingkat kepuasan kastemer di IF RSSK lebih rendah jika dibandingkan dengan IF RSML, karena didapatkan ada hubungan yang kuat antara *distinctive competencies* yang dimiliki IFRS dengan tingkat kepuasan kastemer.

Dari hasil studi *benchmark* tersebut, maka disusun rekomendasi upaya peningkatan mutu pelayanan di IF RSSK. Rekomendasi yang dibuat dipertajam dengan melakukan *Focus Group Discussion* (FGD). FGD dilakukan dengan mengundang manajemen IF RSSK dan RS Siti Khadijah. Fasilitator didatangkan ahli farmasi rumah sakit dari RS Dr. Soetomo Surabaya. Adapun rekomendasi yang dihasilkan adalah sebagai berikut : 1. Pengetahuan dan Sikap petugas :a). membuat program peningkatan kualitas sumber daya manusia (SDM), b). mempertahankan bahkan meningkatkan sikap serta komitmen terhadap terciptanya *distinctive competencies*, 2. *Resources* : a). mengembangkan SIRS yang ada ke arah intranet (rekam medik elektronik, resep elektronik), b.) menata kembali ruang tunggu, c). Menambah fasilitas bacaan di ruang tunggu. 3. *Organizational capability* : a). menata kembali struktur organisasi dengan pertimbangan bahwa saat ini telah berkembang pelayanan farmasi klinik, b). melengkapi uraian tugas masing-masing petugas, c). melengkapi kebijakan tertulis dan prosedur tetap tertulis tentang pelayanan farmasi di rumah sakit, d). membentuk panitia mutu rumah sakit e). membentuk panitia farmasi dan terapi, f). Membuat, mengembangkan dan memelihara standarisasi obat (formularium) rumah sakit,

SUMMARY

Improving Quality of Service at Pharmacy Installation of Siti Khodijah Hospital through Distinctive Competencies

(A Benchmarking Research in Muhammadiyah Hospital of Lamongan)

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Competitive advantage is the main issue for the business organization, including the installation of pharmacy. It could make the customer satisfy. It could make them opportunities to make transaction not just for one time. They will be come a loyal customer.

The result of survey that had been arranged in the Pharmacy Installation of Siti Khodijah Hospital at May 2004 showed the prescription lost about 41%. It was more than manager's expectation. They wanted the lost of prescription was less than 30%. It could be caused the quality of service is poor. It was assumed from the regular survey for quality of service that showed 31,8% of customers were dissatisfied. Quality improvement becomes a priority to handle.

The purpose of this research is to get the ways to improve the quality of service in the Pharmacy Installation of Siti Khodijah Hospital. The method that be used, was a benchmark study with the other hospital. It was Muhammadiyah Hospital of Lamongan. It was choose because they can handle the prescription lost problem. The prescription lost happened in there was only 4%.

This study has purpose to learn about the knowledge and attitude of the officers in Pharmacy Installation. It also learned the resource (facility, equipment, human resources), organizational capabilities (the philosophy and goal of pharmacy delivery, patient oriented, organizational structure, Therapy and Pharmacy Committee, Policy and standard operating procedure about pharmacy delivery, orientation programme for new employee, Continuing education programme, quality improvement programme, data management and regular meeting), and distinctive competencies (the condition of waiting room, the comfort ness of the waiting room, the drugs package condition , labeling, the queuing system and the explanation about drug administration and adverse reaction). The customer satisfied, as indicator for quality service, were measured and analyzed. The analyzing was about the correlation between distinctive competencies and customer satisfaction. The results were used as information to improve quality of service in the Pharmacy Installation of Siti Khodijah Hospital. The officer's knowledge and attitude are measured by filling the questionnaire by themselves. The resources and the organizational capabilities are measured by deep interview for the managers. This interview is organized by guideline that constructed before. Customer assessed the distinctive competencies and customer satisfaction. It use the questionnaire that filled by them selves. The results of customers assessment, the distinctive competencies and customer satisfaction, are analyzed with statistical method, Pearson's correlation, in order to know the correlation between distinctive competencies and customer satisfaction.

The results of study are shown some differences between the two hospitals. First, the knowledge level of the officers of Pharmacy Installation of Siti Khodijah Hospital is lower than Muhammadiyah of Lamongan in all items. The lowest result is the officer's customer knowledge (39,05). There is no difference in the attitude; both of them give the support. The customers assess that the distinctive competencies of Pharmacy Installation of Siti Khodijah Hospital is worse than the opponent. The customers of Muhammadiyah Hospital of Lamongan are more satisfy than customer of Siti Khodijah Hospital. The Pearson's correlation shown that customer satisfaction has correlated with distinctive competencies ($p = 0,001$, $\alpha = 0,05$). Both of the pharmacy installations have proper resources, but The Muhammadiyah Hospital of Lamongan has more advantage. There is an intranet system that was tested in electronic medical record unit. The organization capability of The Pharmacy Installation of Siti Khodijah Hospital is not good, comparing with The Muhammadiyah Hospital of Lamongan. All of items in The Muhammadiyah Hospital of Lamongan is fulfill, nor the opposite.

The conclusions are the distinctive competencies of The Pharmacy Installation of Siti Khodijah Hospital are lower than The Pharmacy Installation of Muhammadiyah of Lamongan Hospital. That condition makes the customer satisfaction of The Pharmacy Installation of Siti Khodijah Hospital is lower, comparing The Pharmacy Installation of Muhammadiyah of Lamongan Hospital. There is evidence that customer satisfaction is associated with distinctive competencies.

The focus group discussion was arranged in order to get the strategic issues. The participants are the managers of The Pharmacy Installation of Siti Khodijah Hospital and the managers of the Siti Khodijah Hospital. The facilitator is the man who expert in hospital pharmacy from Dr. Soetomo Hospital of Surabaya. The issues would be used to improve the performance of The Pharmacy Installation of Siti Khodijah Hospital. The recommendations are: 1. the knowledge and attitude of the officers: a). Organizing human resource development programme b) Maintaining or even improve the commitment and the attitude to create the distinctive competencies, 2. Resources: a). Improve the hospital information system become the intranet system (e-medical record, e-prescribing), b.) Reset the waiting room. c). Add reading facilities in waiting room, 3. Organizational capability: a). Organization restructuring that consider the developing of clinical pharmacy delivery, b). Making complete the job descriptions c). Make the pharmacy delivery policy and standard operational procedure completely, d). Build the hospital quality committee, e). Build the pharmacy and therapy committee, f). Make, improve and maintain hospital's drugs list.

ABSTRACT

Improving Quality of Service at Pharmacy Installation of Siti Khodijah Hospital through Distinctive Competencies

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According to the result of regular survey which arranged at Pharmacy Installation of Siti Khodijah Hospital, 31,8% of the customer is not satisfied. This is predicted as the cause of the prescription loss at this hospital. The survey that had held at May 2004 show that 41% prescriptions were lost, but the management target is less than 30%. This is become a problem that will be studied in this research.

The method of the study is benchmark study with Pharmacy Installation of Muhammadiyah Hospital of Lamongan. It was choice, because that hospital has good performance in prescription handling. The study's tools are questionnaire for officers and customer, and deep interview for the managers. The variables that measured are the officer's knowledge and attitude about pharmacy delivery, resource, customer satisfaction, organizational capabilities, and distinctive competencies. All of pharmacy officers and manager become the participants to measure the knowledge and attitude. The resources and distinctive competencies measured by observed by checklists. The customer, as participant to measure the customer satisfaction, be choice by quota sampling method.

The results of study are shown some differences between the two hospitals. The differences are the knowledge level, the distinctive competencies, organizational capabilities and customer satisfaction. There is no difference in the attitude. The customers assess that the distinctive competencies of Pharmacy Installation of Siti Khodijah Hospital is worse than the opponent. The Pearson's correlation shown that customer satisfaction has correlated with distinctive competencies ($p = 0,001$, $\alpha = 0,05$).

The focus group discussion was arranged in order to get the strategic issues. The recommendations are to improve the knowledge and attitude of the officers, resources, and organizational capability.

Key words: distinctive competencies, installation of pharmacy, customer service, benchmarking