

Original Research Article

Strategy to increase the quality of service and safety patients in the hospital Imelda Medan 2020

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ABSTRACT

Background: Currently, health services have very important demands, including services in hospitals that must be professional with international standards. Health services no longer only focus on patient satisfaction but also focus more on patient safety (patient safety). The aim of the study was to determine the strategy for improving the quality of service and patient safety at the Imelda General Hospital in 2020.

Methods: This research used descriptive qualitative research with an inductive approach. The data used in this study came from in-depth interviews with respondents. The population was drawn from organizational staff at the Imelda Hospital Medan, namely the medical committee, nursing committee, PMKP committee, PPI committee and materials. The sample method used is exhaustive sampling.

Results: Based on the research results obtained, the Imelda Hospital Medan is included in a hospital that is able to compete in a competitive market, especially in urban areas. Based on the SWOT analysis, the Imelda Medan General Hospital is able to take advantage of the existing strengths and opportunities with the results of IFE= 2.52 and EFE= 2.50 and are in cell V in the IE matrix.

Conclusions: So, the strategy used in determining the strategy for improving quality and patient safety at the Imelda Hospital, Medan in 2020 is hold and maintain, which means maintaining and maintaining existing policies but does not rule out the possibility to improve for the better.

Keywords: Quality improvement, Patient safety, Imelda hospital Medan, SWOT

INTRODUCTION

The mission of the health development in realizing the vision of healthy Indonesia 2015 is to maintain and improve health care quality, equitable and affordable, which means that one of the responsibilities of the health sector is to ensure the availability of the best health services, quality, equitable, and affordable by the community.¹

The agency that handles the problem of health services one of which is the institution that shaped the hospital. Hospital in particular is an institution that handles the health problems that are non-profit oriented. In addition, the

hospital does not limit the number of patients served, in accordance with the purpose to provide service to the community.²

According to Law No. 44 year 2009, the hospital is a health care institution to provide health services in a plenary-individuals who provide inpatient services, outpatient and emergency room. According to the WHO, the hospital is an integral part of an organization's social and health with the function of providing a complete service (comprehensive), the healing of the disease (curative) and disease prevention (preventive) to the community. Also explained that the hospital as one of the health service associate is one of the health facilities that provided the

local government to serve the needs of the people.³ Quality health care is a health service that can satisfy every consumer or user of those services. Meanwhile, consumers define quality services if you get the services that are convenient, fun and friendly personnel, so overall it gives the impression of satisfaction for the consumer.

The quality of the services becomes important for health service providers, where the proportion of the same magnitude are also given on the practitioner marketing, with a focus on the quality of service.⁴ When discussing the quality of hospital services to patients, such as one meets the needs of patient safety should be improved and guaranteed.

The demands of health care are very important, including nursing services professional with international standards. Health services are no longer focusing only on patient satisfaction but also more focused on patient safety. For that optimize quality of care and patient safety required standards national hospital accreditation in support of improving better. Hospital accreditation carried out to assess the compliance of hospital.⁵ The accreditation standards of nature in the form of a requirement that the optimal and achievable.⁶

Accreditation demonstrates a commitment to a hospital to improve the safety and quality of patient care, ensuring that the environmental services nyaaman and hospital always berupayan reduce the risk for patients and hospital staff. Thus, accreditation is required as an effective way to evaluate the quality of a hospital, which also serves as a means of management.

Hospital Imelda is one of the public hospitals private're on the road Bilal No. 24, Pulo Brayan Land 1, Medan Timur and has been long standing since 1983. This hospital has already passed the accreditation of the Hospital Accreditation Committee (KARS) and has already become a hospital class B non-education, the RSU Imelda've done a lot of cooperation with many big companies. Director of General Hospital Imelda Workers Indonesia is Dr. Hedy Tan, MARS, MOG, Sp. OG, said RSU IPI has been providing services and support for health services that are able to provide medical services quality and accurately to the patient.

The indicators of achievement of the accuracy best while receiving verbal instructions in January to June 2019 in a row are 65%, 52, 5%; 62, 5%; 60, 5%; 77, 5%; and 72, 5%. On the indicator compliance storage electrolytes concentrated and compliance of the implementation of the procedure site marking on the patient's operation in 100%.

Indicator officer of health in performing hand hygiene 65, 5%; 70, 5%; 67, 5%; 72, 5%; 65, 5%; and to 78.5%. Compliance indicators put the bracelet on hospitalized patients at high risk of falling 65%; 67, 5%; 62, 5%; 65%; 72, 5%; and of 67.5%.

Hospital

A hospital is a health care institution to provide health services in a plenary-individuals who provide inpatient services, outpatient, and emergency room, regulation of the minister of health No. 56 of 2014.

Health services

Quality improvement is a process of measuring the degree of perfection of health services with a standard or principle by remedial action in a systematic and sustainable to achieve the quality of service that is optimum in accordance with the standards of science and technology as well as the ability of existing resources.⁷

In a general sense of the quality of health services is the degree of perfection of health services in accordance with professional standards and service standards with the use of the potential resources available in the hospital or health center in a fair, efficient and effective and given in a safe and satisfactory for normal, ethical, legal and social culture with attention to the limitations and capabilities of the government, as well as the consumer society.⁸

Patient safety

Patient safety is a system that makes patient care safer, covering risk assessment, identification and management of risk patients, reporting and analysis of incidents, the ability to learn from the incident and follow-up, as well as the implementation of solutions to minimize risk and prevent the occurrence of injuries caused by mistakes due to carry out an action or not take action that should be taken, regulation of the minister of health RI No. 11 of 2017.

SWOT analysis

SWOT analysis is a method of strategic planning to evaluate the strengths, weaknesses, opportunities and threats of a project or a business speculation.⁹ This analysis was based on the relationship or interaction between the elements of the internal to the external elements, namely.¹⁰

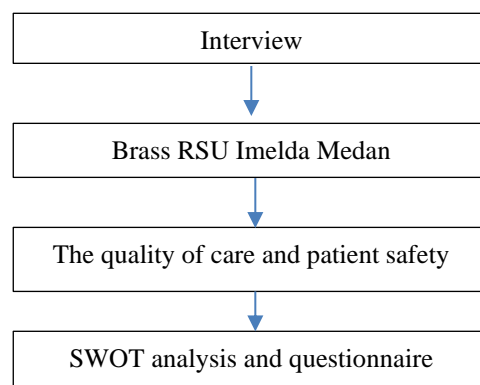


Figure 1: Conceptual framework.

Hypothesis

Based on the background research and the relationship between variables, then the research hypothesis:

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(a) there is a factor of the strength of Imelda related to the improvement of service quality and patient safety; (b) there is a weakness factor Imelda related to the improvement of service quality and patient safety; (c) there are factors opportunities Imelda associated with improved quality of care and patient safety; (d) there is a threat factors Imelda related to the improvement of service quality and patient safety; and (e) find out the strategy that will be used Imelda about the service quality improvement and patient safety.

H0

(a) no factor power Imelda associated with improved quality of care and patient safety; (b) no weakness factor Imelda associated with improved quality of care and patient safety; (c) there are no factors opportunities Imelda associated with improved quality of care and patient safety; (d) there is no threat factors Imelda associated with improved quality of care and patient safety; and (e) unknown strategy that will be used Imelda about improving the quality of care and patient safety.

METHODS

Qualitative research is a type of research that the findings are not obtained through the procedure of statistic or another matter of form and aims to reveal the symptoms holistically-contextualized through the collection of data from a natural setting with memnfaatkan self peneliti as a key instrument. Qualitative research is descriptive and tend to use the analysis with an inductive approach. Process and meaning based on the perspective of the subject is highlighted in qualitative research.

Location of the research conducted was at the General Hospital Imelda, Medan, North Sumatra. The selection of this hospital due to the location of the hospital which is located in the middle of the city and belongs to one of the

hospitals that is widely known. This research began to be conducted since the filing of the title in August 2020 until finished. The population is a generalization region consisting of objects or subjects that have certain qualities and characteristics set by researchers to be studied and then drawn conclusions.¹² The population in this study are: the medical committee, the committee of nursing, the committee PMPK, the committee PPI and Bendehara. According to Sugiyono, sample is part of the number and characteristics possessed by the population. The measurement of the sample is a step to determine the amount of sample is taken in carrying out research of an object. To determine the amount of samples can be done with statistics or based on the estimation of the study. This sampling should be done in such a way that the obtained samples that can really serve or be able to describe the circumstances of the actual population, with another term should be representative.

This study used the technique of exhaustive sampling, which samples YNG take all members of the population, namely the medical committee, the committee of nursing, the committee PMKP, the committee PPI and treasurer. The source data was a subject where the research data was obtained. Primary data was the source of the research data from the source directly to answer questions in research. The data obtained by interview and questionnaire by the speaker. In this study, researchers used in-depth interviews with speakers that have been specified in the RS Imelda Medan to know the internal and external factors, strength, weakness, opportunities and threats, career hospital. Then the researchers with the speakers do forum group discussion to determine the weight of each component in the can through a previous interview. Secondary data is the source obtained from the records, books, magazines, and other sources that do not need to be processed again. This study used data from books, journals, the internet, the research that had been done before, and document management General Hospital Imelda, Medan.

RESULTS

The analysis of the IFE matrix

From the results of interviews conducted showed the weights as follows:

Table 1: Internal factors.

Internal factors	Weight	Rating	BxR
Power			
Have a good	0.15	4	0.6
Have a standard of patient safety	0.10	4	0.4
Information services based on IT	0.10	3	0.3
The service has been accredited KARS 2012 plenary	0.10	3	0.3
Have guests complete	0.10	2	0.2
Total	0.55		1.80
Weakness			
Rates based on unit cost	0.10	3	0.3

Continued.

Internal factors	Weight	Rating	BxR
The recording of financial manual	0.10	2	0.2
Lack of awareness of Human resources in SOP patient safety	0.15	1	0.15
Still often encountered difficulty in referring out of the Hospital	0.5	3	0.15
The declining performance of the staff of the Hospital due to COVID-19	0.15	2	0.3
Total	0.55		0.72
Total factors of strength and weakness	1.1		2.52

Based on the results of in-depth interviews conducted by the researcher with the associated parts, found the factors force can be formulated as follows: (a) Director of Imelda Medan has the ability to organize and take care of the management of the hospital; (b) the impact of the leadership of the director of the effect towards the performance of the staff of the hospital become more well agi; (c) Standard operating procedure about patient safety are owned by the hospital detailed very clearly so that the Human resources, especially the division of nursing can do very well; (d) Imelda Medan already have accreditation from KARS 2012 plenary, which is expected to increase the confidence of the community that the hospital has made efforts to increase the quality of service based on patient safety; and (e) the service is owned by Imelda Medan in support of the diagnosis including the already fairly complete, it is supported by accreditation B owned. In addition to strength, the weakness factor obtained from the results of in-depth interviews can be formulated as

follows: (a) each hospital has a unit cost that has been set, but on the Imelda, Medan there is a discrepancy between the rates of RS with many of the INA CBGs (Indonesia case base group). This can be detrimental to the economic side of the hospital; (b) on the financial part, recording each financial activities are still done manually so that the likely event of human error; (c) despite having a SOP patient safety, it is not supported with the level of consciousness of human resources in implementing it; (d) hospital accreditation B has limitations compared with type A, Ha, this made some of the cases the disease should be refer. However, often encountered difficulties in referring matters such as the unavailability of the place in the who would like to be referred; and (e) pandemic COVID-19, which occurred in the year 2020 strong impact for the performance of the staff of the hospital. For staff who are new can't do the seminar, which is usually carried out for improving the performance of the work.

Table 2: External factors.

External factors	Weight	Rating	BxR
Opportunities			
Have cooperation with many parties	0.15	4	0.6
Location	0.10	3	0.3
Have education foundation own	0.5	1	0.5
The program JKN	0.10	2	0.2
Known by many people	0.10	2	0.2
Total	0.60		1.35
Threat			
The patient is reduced because there are criteria for the management of patients BPJS based on accreditation RS	0.10	1	0.1
Competition between RS	0.10	2	0.2
The difficulty of the process pembayarandari BPJS	0.5	4	0.2
Government policies change often	0.15	3	0.45
People become afraid to RS due to the pandemic COVID-19	0.10	2	0.2
Total	0.50		1.15
Total factors of strength and weakness	1.10		2.50

The analysis of the EFE matrix

Based on the results of in-depth interviews conducted by the researcher with the associated parts, found the factors opportunities that can be formulated as follows: (a) Imelda Medan has a lot of cooperation with a lot of party insurance from state and private universities and in the country or abroad. All this was done to support the needs of the patient; (b) locations included in the tengahkota, facilitate the hospital's passed a lot of access supported by the parking area; (b) Imelda Medan education foundation

itself especially in the field of health; (c) JKN program held by the government there in this hospital, so that people who are not able to remain can be treated; and (d) Imelda Medan belongs to one of the hospitals that had long been present, the location in urban areas, and has a university that already many people who know this hospital.

Aside from the opportunity, the factor depth interview yield factors a threat to the hospital as follows: (a) since the government set the stage-the stage in the handling of

the disease starts from the health facilities level 1 and then to the Hospital C-level, next to A cause a decrease in the number of patients who seek treatment at Imelda Medan; (b) the number of hospitals in the city of Medan in the year 2020 as much as 10 government hospitals and 62 private hospital. This makes Imelda should be able to compete in between RS the other; (c) the majority of patients at Imelda Medan is the patient BPJS. But in its application, in the payment process of the BPJS to the hospital often

experience obstacles; (d) The government in policy-making is often capricious and uncertain, which makes the hospital is in a state that is pressed between the policy makers with the patient less aware of the policy change; and (e) 2020 is a period of crisis around the world, including in Indonesia. This also affects the field of health where sick people are reluctant to checked himself into a clinic or hospital for fear of contracting or fear in the positive diagnosis of COVID-19.

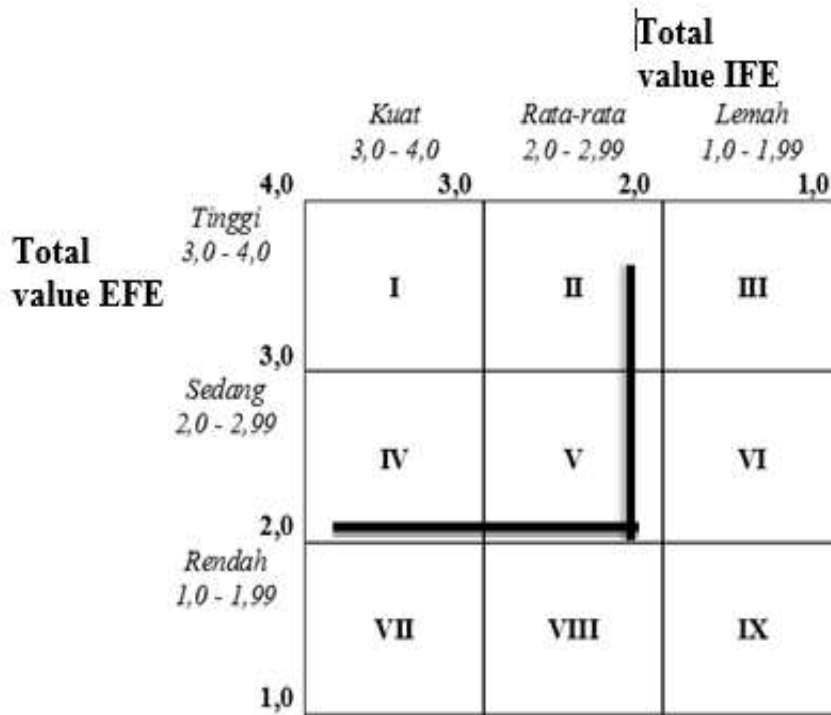


Figure 2: Matriks IE.

The results of the analysis using the internal factor evaluation and external factor evaluation matrix matrix each obtained a score of IFE= 2, 52 and EFE= 2, 50. Score IFE and EFE is then inserted into the internal external matrix, and then drawn vertical and horizontal lines then there is a meeting point on the quadrant of V in which will be obtained by appropriate strategy, namely that the Hospital Imelda Medan has the opportunities and the same power compared with the weaknesses and obstacles that are owned.

DISCUSSION

Strength

Based on the results of interviews conducted, the researchers argue that the strength of the hospital is the internal factors that give the differences in the ability and the need for reliable market is expected with other competitors.

Based on document review of research conducted, that have employees eager to carry out the plan of activities and

factors of good communication between leaders and employees is one manifestation of a strong desire from all elements of the hospital to improve the quality and safety of the patient.¹³

In addition, coupled with the availability of human resources medical and non-medical meet, building infrastructure and means of transport that supports the hospital services and facilities which support such as inpatient and outpatient.¹⁴

The provisions of the implementation of the IKP must be based on 6 SKP already set by the government. Education and training related to patient safety should be given to all the officers that are in the hospital, so that the incidence of incidence of patient safety shall be reported by the officer concerned to the head of the unit responsible for on the unit.¹⁵

Weakness

Through the interviews have been conducted, researchers assumed that the weaknesses were owned by the hospital

actually can be a strength if they are able to recognize the weaknesses and transform into a better thing again.

The weakness of the analyzed factors contained in the body of the organization, project or business concept itself. Good management will have a huge impact for the hospital and the patient. The importance to recognize the internal and external factors is that the organization can overcome the weaknesses and threats into strengths and opportunities.

On the factors of weakness, if people talk about the weaknesses in the body of a company, which is referred to is the limitations or shortcomings in terms of resources, skills and abilities to be a serious barrier for the appearance of the organization's performance satisfactory.¹⁶

As for the strategies that can be used to improve the weakness of the consciousness of Human resources will the importance of patient safety, namely monitoring and evaluation of the SOP identification of the patient, socialization periodically about SOP communication effective, socialization periodically SOP usage bracelets identity of the medical officer to the patient, periodic audit of adherence to the SOP's of effective communication and socialization periodically about the compliance of SOP patient identification.¹⁷

Opportunities

Through the interviews have been conducted, researchers assumed that the chances of that are owned Imelda Medan very helpful in the improvement of service quality by working with companies and also support from the local government. Condition that happens is an opportunity that comes from outside the business organization itself.

It was also in accordance with the document review of the research, that the opportunity was a major favorable in a corporate environment, for example the policy issued by the government and the level of relatively high economic growth.

The document review of the research argues that the magnitude of the potential market that is owned by an industry is an opportunity for industry players to be able to do the good management of the industry that is owned. This showed that a company can create his own chances if you can adjust with the surrounding environment.

Threat

Through the interviews have been conducted, researchers assume that the threats that exist in nearly Imelda Medan cannot be avoided because most are derived from the policy of the government, but it did not mean that a hospital can't do anything. The importance of good communication with the government related to the circumstances that occur in the field are accompanied cooperation with another hospital is expected to provide

view of the government. This was in accordance with document review research where the threat is the ultimate bully for the current position of the desired organization. The entry of new competitors, slow market growth, increased bargaining power of buyers or suppliers is important, changes in technology and regulations of the new or revised can be a threat to the success of the company.¹⁷

In the book strategic management written by Pearce and Robinson, in the competition among members of the industry happens because the company is scrambling position by using tactics like price competition, the introduction of the product, and the war advertising. The emergence of competitors can affect the sales and the number of consumers. If the quality of the competitor's product is considered better and more easily obtained then the consumer will be easy to switch to the competitor's product.

Strategy

A good strategy was used to improve the quality of care and patient safety for Imelda Medan 2020 based on the SWOT analysis that is expected to be able to maintain a good and run SOP patient safety to avoid negligence in duty. As well as can improve the financial system for the better, perform back a seminar for the staff with how to online if necessary, and improve the performance of the staff in the running of the SOP safety standards.

This was in line with the document review of the research, which is based on the SWOT analysis, the strategy that can be used by the company when this is the type of strategy intensive that include market penetration, market development, and product development. Strategy intensive is a type of strategy that requires effort-intensive efforts if the competitive position of a company with products that today want to improve. Strategy intensive obtained used by the company is the penetration of the market, namely the type of strategies that seek the progressive increase in market share for existing products in this market with marketing efforts.¹⁸

Document review of the research argue that an alternative strategy is obtained to maintain the image or the image of the company, improve facilities, restaurant, maintaining the quality and service of products to attract consumers, increase the ability of management and cooperation for the purpose of the company, giving the service the delivery order to the consumer, utilizing advances in technology to marketing, to serve the market share to lower-middle to provide a package or a portion of the special, and maintain good relations with the supplier or the region around the restaurant. The strategy that had the highest value SO to improve the service quality, expand market share to support the performance of the post office, the city of Magelang, provide a tariff that is affordable to maintain customer loyalty and to improve and also add cooperation with partners based online business. After doing the

analysis, the author still feels a lot of shortcomings in the conduct of this study, thus, suggestions for further research to test the strategy of marketing.

CONCLUSION

Based on the research objectives and the research results can be concluded as follows: (1) For the strength factor Imelda Medan in 2020 have a staff of trained and disciplined and already have a SOP patient safety better; (2) the weakness is still owned by Imelda Medan mostly located in the financial section who have not followed the standards of the government and system that is less good; (3) the opportunities that have Imelda Medan very helpful in the improvement of service quality by working with these companies; (4) the threats that exist around the Hospital Imelda that is associated with the policy of the central government which is not settled mainly in the handling and implementation of BPJS is still a problem faced by hospitals; (5) as for a good strategy to use to improve the quality of care and patient safety for Imelda Medan 2020 based on the SWOT analysis was: (a) expected to be able to maintain a good and run SOP patient safety to avoid negligence in duty; (b) fixing the financial system for the better, perform back a seminar for the staff with how to online if necessary, and improve the performance of the staff in the running of the SOP safety standards; (c) utilizing the cooperation with the company also provide socialization to not be afraid of seeking treatment in hospital; and (d) embrace the surrounding community not to be afraid to go to the Hospital and doing better cooperation with government.

Recommendations

Suggestions researchers from the research that has been done is as follows: (1) to hospital- advice for pihak hospital, especially in the PMKP (quality improvement and patient safety) in order to further improve the weaknesses and threats are also maintaining the strength and opportunities; (2) for further research- suggestions for further research in order to perform the further research on matters regarding the factors of strengths, weaknesses, opportunities and threats; (3) for the recipients of the service- advice to the recipient of the service is to continue to provide input for the hospital for quality improvement and patient safety to the hospital to be better.

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