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PERFORMANCE ANALYSIS OF INPATIENT UNIT “ANGGREK PAVILION” AT RSAL DR. MINTOHARDJO IN 2014 - 2017 USING MANAGEMENT APPROACH

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ABSTRACT

Background: The increasing number of hospitals built by both private and government parties to make patients can choose the hospital they want, so that will lead to increased competition between hospitals. It requires a hospital to be ready to compete and be more creative in developing its services. One of the most important elements in a hospital is the management department who play an active role. This study aims to explain the relationship between the five M's of management with the performance improvement of an inpatient unit "Orchid Pavilion". So the other hospital with a low performance may be more concerned with the five management factors at the hospital and this study can be a good example which can be applied by other hospitals.

Methods: This research was conducted at inpatient unit "Orchid Pavilion" Rumah Sakit Angkatan Laut (Navy Hospital) Dr. Mintohardjo. The research was conducted by qualitative method, that is to conduct in-depth interview with Head of Orchid Pavilion and Deputy Head of Orchid Pavilion, and study data obtained from Medical Administration Department Rumah Sakit Angkatan Laut (Navy Hospital) Dr. Mintohardjo.

Results: The results show that there has been an improvement of performance in inpatient unit "Orchid Pavilion" and many improvement on the five M's in management (Men, Money, Materials, Machines, and Method) resulting in significant increase of Bed Occupancy Ratio value in the room.

Conclusions: Improvements in five M's in management greatly affect the improvement of performance in inpatient unit "Orchid Pavilion" Rumah Sakit Angkatan Laut (Navy Hospital) Dr. Mintohardjo. The five M's in management (Men, Money, Materials, Machines, and Method) have a strong role in improving the performance of inpatient unit "Orchid Pavilion".

Keywords: Performance analysis, hospitalization, Management

INTRODUCTION

RSAL. Dr. Mintohardjo is one of the government-owned hospitals that participates in providing health services to the community with the implementation of the National Health Insurance managed by Badan Penyelenggara Jaminan Sosial (BPJS). There are several inpatient units in RSAL Dr. Mintohardjo which all have different BOR (Bed Occupancy Ratio) values. Based on the data from Medical Administration Department of RSAL Dr. Mintohardjo, BOR of Orchid Pavilion in 2014 is 20.3; in 2015 is 23.7; in 2016 is 43.4; and in 2017 is 52.36. It showed that the average value of BOR in RSAL Dr. Mintohardjo in the year 2014-2017 always increased. Although there were still some values that below

the ideal values, there was always a significant increase occurring from 2014. It illustrated something very positive, and indicated that there must be an improvement in the quality of service provided. Orchid Pavilion is a VIP class at the inpatient unit at RSAL Dr. Mintohardjo. This room serves the general patients, and also BPJS patients with class changes treated in this room. The author interested to examine the improvement efforts that have been made especially to the five M's of management in the hospital that support the enhancement of the BOR value of Orchid Pavilion, so this study can be a good example that can be applied by other hospitals.

METHOD

This research was done by using qualitative research method. The reason of using qualitative research is to seek a deep understanding of a phenomenon, fact, or reality. Sources of data in this study were primary data and secondary data. Primary data obtained from in-depth interviews with Head of Orchid Pavilion, Mrs. Pemi and Deputy Head of Orchid Pavilion, Mrs. Mulyanti, and observation conducted by the researcher. The secondary data obtained from document review in the form of data Bed Occupancy Ratio, Average Length of Stay, Turn over Interval RSAL Dr. Mintohardjo in 2014-2017. Data analysis was done by data reduction that is by collecting all result of interview data then chosen which is appropriate to support research purpose. The data of in-depth interview will be presented in narrative form, where the results were analyzed by description or ordinary words, in accordance with the results of in-depth interviews and predetermined themes. For the results of observation and data analysis will be presented in the form of narrative and table. Validation of data was done by source triangulation method. Authors did cross check data with facts from different sources, and also did compare and contrast the data. The informants in this study was Head of Education and Training Department RSAL Dr. Mintohardjo, Mrs. Sri Wahyuni.

RESULT

Table 1. Hospital performance in 2014 – 2017 based on the secondary data from medical administration department

NO.	YEAR	BOR	ALOS	TOI
1.	2014	20.3%	12.1%	47.6%
2.	2015	23.7%	4.7%	15.1%
3.	2016	43.4%	4.3%	6.4%
4.	2017	52.36%	3.42%	4.02%

Based on the data obtained by the researcher from Medical Administration Department, there was a significant increase in BOR value of inpatient unit Orchid Pavilion, it was certain that the improvement has been done in Orchid Pavilion especially in the service quality given. The increasing value of BOR was also accompanied by a decrease in the TOI value of the room indicating an improvement, the smaller the average number of days where the bed is not occupied from being filled to the next filled position.

Based on the interview with Head of Orchid Pavilion, Mrs. Pemi, this is a general overview of the Orchid Pavilion inpatient unit:

Employment

“The total number of employees in the Orchid Pavilion is 20 people (1 Head of the room, 1 Deputy Head of the room, 1 Doctor, 12 Nurses, and 5 cleaning service). And the total number of bed is 9 beds. All personnel have their respective duties. For example, head of the room is coordinates the technical work of medication and patient care in the treatment room, deputy head of the room helps her in supervising and controlling nursing care activities at Orchid Pavilion, and nurses are caring for a patient’s nursing care. We are doing our duties, we help each other and everything will be alright.”

Five M's in Management

According to Harrington Emerson in Phiffner John F. and Presthus Robert V. (1960) management has five elements (5M), namely : Men, Money, Materials, Machines, and Method.

Based on the results of interviews with Head of Orchid Pavilion, Mrs. Pemi, and Deputy Head of Orchid Pavilion, Mrs. Mulyanti, and study data provided by the Medical Administration Department, there was so many improvements that this hospital has been done for five M's in management:

1. Men

Men (men) refer to man as labor. After conducting an interview with Head of Orchid Pavilion, Mrs. Pemi, it is known that the number of nurses in the Orchid Pavilion is 14 people and non-medical personnel (cleaning service) is 5 people.

"The number of nurses in the Orchid Pavilion is still sufficient to handle patients in all rooms, with ratio between nurses with handled room is 1:1. But the ratio of comparison also depends on the case of the patient, if the patient with total care the nurse who handle is 2 people."

Based on the interview with Deputy Head of Orchid Pavilion Mrs. Mulyanti about the workload, *"The workload of nurses in the Orchid Pavilion is in accordance with the number of nurses in charge of each shift. All patients can be handled properly and nurses always help each other out. So the patient is rarely not handled or not served well."*

Table 2. Nurses's workload at orchid pavilion

NO.	Activity	Time per Activity	Volume	Workload / Day
1.	Checking the patient	10 minutes	6	60 minutes
2.	Bathing the patient 2 times a day @ 10 minutes	20 minutes	6	120 minutes
3.	Provide counseling and education to the patient's family	10 minutes	6	60 minutes
4.	Giving the drug	5 minutes	3	15 minutes
5.	Writing the report	30 minutes	1	30 minutes
6.	Doing the action procedures	30 minutes	3	90 minutes
7.	Elimination	15 minutes	3	45 minutes
8.	Transportation of patient	30 minutes	5	150 minutes
9.	Handover of patients	15 minutes	2	30 minutes
10.	Eat – drink	10 minutes	1	10 minutes
11.	Sholat (pray)	5 minutes	1	5 minutes
12.	Go to the bathroom	5 minutes	2	10 minutes
13.	Changing clothes	5 minutes	1	5 minutes
14.	Lift the phone	5 minutes	3	15 minutes
	TOTAL			645 minutes

Jaslis Formula

Calculating the human resource requirement is essentially knowing the workload of each unit or individual personnel in the organization. To find out the workload in each organizational unit requires a number of data and accurate information that comes from the expert or competent in the organization itself. Jaslis Formula can calculate the personal workload quickly with a high degree of accuracy to produce reliable information for management decision making, to produce the main product or service and support.



Calculation of nursery staff in inpatient unit “Orchid Pavilion”

$$\begin{aligned}
 TP &= \frac{D \times 365}{255 \times \text{working hours/day}} \\
 &= \frac{10.75 \times 365}{255 \times 6\text{hours}} \\
 &= \frac{3,924}{1,530} \\
 &= 2.56 = 2-3 \text{ nurses}
 \end{aligned}$$

Info:

TP = Nurses

D = Hours of treatment / 24 hours

365 = Number of working days in Orchid Pavilion

255 = Effective day of nurse / year

$<365 - (12 \text{ national holidays} + 12 \text{ holidays annual leave} \times \frac{3}{4}) = 255 \text{ days}$

This is in suitable with the schedule of nurses in the Orchid Pavilion is as follows:

- Morning: 7.30 am - 2 pm (nurse on duty 4-5 people)
- Afternoon: 2 pm - 8 pm (nurse in charge of 2 persons)
- Evening: 8 pm - 7.30 am next morning (nurse in charge of 2 persons)

Based on the results of interviews and calculations of the nurse needs above, it can be concluded that the nurses who served in the Orchid Pavilion was sufficient. With sufficient nurse conditions to handle all patients in every room, it is certain that all patients in the Orchid Pavilion will receive maximum attention and excellent service. Mrs. Pemi and Mrs. Mulyanti stated that there should be cooperation from all team members (between nurses or with cleaning service), to support the creation of the best service for every patient in Orchid Pavilion.

2. Money

Money refers to money as capital for financing all corporate activities. Based on interview with Head of Orchid Pavilion, Mrs. Pemi, Orchid Pavilion has been renovated three years ago and spent considerable funds. The building becomes look like new and it definitely makes the patient feels more comfortable.

“The renovation of Orchid Pavilion and Melati Pavilion has been done about three years ago (2015) and the improvements given to the facilities and infrastructure in several rooms in Orchid Pavilion, of course, the cost is quite a lot.”

This effort was certainly followed by improving the quality of services in the Orchid Pavilion so that add to the comfort of each patient treated. This was supported by data and triangulation results with Heads of Education and Training Department stating that the improvement of Orchid Pavilion performance was supported by improvements on the five management facilities at the hospital.

“Improvements in the five management tools have a very good impact on improving the performance of the Orchid Pavilion. The cost is quite a lot, and the impact was greatly felt on the assessment of some performance indicators of the Orchid Pavilion”

3. Materials

Materials consists of semi-finished goods and finished materials, covering several things such as medical devices, drug logistics, facilities provided to patients, food that is the patient's nutritional intake, and the condition of the building. Well-maintained well-functioning healthcare utensils with maximum, nutritious and enjoyable meals delivered to the patient, as well as the condition of the building rather than the Orchid Pavilion that looks good and looks like new because it was renovated about three years ago (2015) and well maintained, so it still looks good and comfortable, and it could improve the quality

of Orchid Pavilion services. The good impact for Orchid Pavilion BOR is the BOR value has increased in the last three years. This was supported by data from Medical Administration Department and triangulation results with Head of Education and Training Department.

“Hospital materials at Orchid Pavilion such as the building, the facilities that comfort our patient give a very good impact for Orchid Pavilion’s performance. And it increases the BOR value of this room.”

4. Machines

Machines refers to machines as supporting facilities for both operational and non-operational activities. Based on interview with Head of Orchid Pavilion Mrs. Pemi, and the author's observation in the inpatient unit Orchid Pavilion, it is seen that the facilities in each room of Orchid Pavilion is good enough. Although there should be improvements in some facilities in some rooms, but it still quite good and comfortable for patients.

“The facilities in each room is quite good. The facilities are bed, full air conditioned, telephone, cable TV, refrigerator, dispenser, sofa bed, dining table, wardrobe, bathroom with water heater facilities, and wastafel.”

And based on interview with Deputy Head of Orchid Pavilion, Mrs. Mulyanti about the facilities in Orchid Pavilion,

“With the good facilities in each room, the quality of service felt by the patient would be better and certainly have an impact on increasing the value of BOR of Orchid Pavilion.”

5. Method

Method is a good work procedure that will facilitate the course of a job. One of the methods performed in Orchid Pavilion based on the interview with the Head of Orchid Pavilion, Mrs. Pemi, are as follows:

“Nursing care is a process or stage of activity in the care given directly to patients in various health care settings. The implementation is based on nursing principles as a profession based on the science and tips of nursing that is humanistic, and based on the patient's objective needs to overcome the problems faced by the patient and based on the code of ethics and nursing ethics within the scope of authority and responsibility of nursing.”

In the treatment process, nursing care is carried out in several stages including assessment, nursing diagnoses, planning (intervention), implementation, and evaluation (formative / process and summative).

Based on interview with Deputy Head of Orchid Room, Mrs. Mulyanti about the nursing care method,

“Nursing care can be performed or given to patients as a framework to meet the needs of patients based on 5 basic human needs, physiological needs include oxygen, fluids, nutrients, the need for security and protection, the need for a sense of love and belonging, the need for self-esteem and needs self-actualization. This is in accordance with the understanding of nursing care according to the following experts”

By doing the method by the health worker in the Orchid Pavilion, which is the nurse, it can be ascertained that the service quality obtained by the patient will be better and of course it could increase the BOR value of the room. This is supported with triangulation by interview with Head of Education and Training Department, Mrs. Sri Wahyuni.

“Nursing services play an important role in improving patient satisfaction. By doing a helpful and loving nursing service, the patient will feel comfortable and it will certainly increase the performance value of the Orchid Pavilion.”

DISCUSSION

According to Harrington Emerson in Phiffner John F. and Presthus Robert V. (1960) management has five elements (5M). This study showed the relationship between 5 M (Men, Money, Materials, Machines, and Method) in management with performance improvement at Orchid Pavilion RSAL Dr. Mintohardjo. 5M is a term that refers to the main production factors required by an organization to operate optimally.

Men refers to the human resources possessed by the organization. In management, the human factor is the most decisive. Humans who create goals and humans are also doing the process to achieve goals. Without humans there is no work process, because basically humans are work creatures. Therefore, management arises because of the people who work together to achieve goals. Nursing staff assigned in Orchid Pavilion is sufficient. With sufficient nurse conditions to handle all patients in every room, it is certain that all patients in the Orchid Pavilion will receive maximum attention and excellent service.

Money is one element that cannot be ignored. Money is a medium of exchange and a measure of value. The amount of activity can be measured from the amount of money circulating in the company. Therefore money is a tool (tools) that are important to achieve goals because everything must be calculated rationally. This will relate to how much money should be provided to finance the salary of labor, the tools needed and must be purchased as well as how many results will be achieved from an organization. Renovation of Orchid Pavilion and improvement on facilities & infrastructure in some rooms in Orchid Pavilion definitely need much money, and it gives a good impact to the performance improvement of Orchid Pavilion.

Materials consist of raw materials and finished materials. In the business world to achieve better results, other than human experts in the field must also be able to use materials / materials as one means. For matter and man cannot be separated, no material will not achieve the desired result. Well-maintained wellness equipment, the availability of nutritious food, and the condition of the Orchid Pavilion building that looks as good and new as it has been renovated and maintained well, will give the comfortness to the patients. And it will improve the quality of service from Orchid Pavilion which then increases the performance of Orchid Pavilion.

Machines are used to facilitate or generate greater profits and create work efficiency. There are facilities with good condition and complete at the room of Orchid Pavilion which is can make the patients feel more comfortable and feel homey. High levels of patient's satisfaction will contribute to improving the performance of Orchid Pavilion.

Method refers to the method / procedure as a guide to the implementation of corporate activities and is a way or system to achieve a goal. A good working procedure will facilitate the work. A method can be declared as determining how a task is performed by giving various considerations to the targets, the available facilities and the use of time, money and business activities. Keep in mind that a good method while people who implement it do not understand or have no experience then the results will not be satisfactory. Thus the main role in management remains human. Nursing Care is one of the good work procedures that have been known, applied, and performed properly by all health workers in the Orchid Pavilion, in this case is a nurse. In the days of treatment, the patient will feel satisfied if treated well by the nurse, and it will increase patient's satisfaction and also performance improvement of Orchid Pavilion.

CONCLUSION

Based on the results of research in RSAL Dr. Mintohardjo, the researcher may draw some conclusions as follows:

From the results of research by conducting a study data obtained from the Medical Administration Department RSAL Dr. Mintohardjo, it was found that every year there was a significant increase in the

three quality indicators at inpatient unit “Orchid Pavilion” during 2014-2017. This indicates that there have been improvements in Orchid Pavilion, especially in the quality of services provided. RSAL Dr. Mintohardjo has been improving the quality of service which has an impact on the increase of the performance value of Orchid Pavilion during 2014-2017. Improvement on the 5 M’s in management (Men, Money, Materials, Machines, and Method) plays a strong enough role in improving service quality in Orchid Pavilion. This can be an example and input for other hospitals in trying to improve the quality of hospital services so that the value of hospital performance indicators will be good and ideal.

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