

# The Overview of Health Care Service Management at Malang Class 1 Prison General Medical Clinic

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## ABSTRACT

The purpose of this study is to obtain a description of the overview of health care service management at Malang Class 1 Prison general medical clinic. The population in this study were the patients at Malang Class 1 Prison general medical clinic. The number of samples was 95 general polyclinic patients with the criteria of using the services from the beginning of the registration process to the process of drug given. The results of the study show that there management elements found at Malang Class 1 Prison general medical clinic; which are grouped based on manpower, methods, machines & materials, and measurements.

**Keywords:** *Elements of management, Health care, Prison general medical clinics.*

## 1. INTRODUCTION

Data from the World Prison Population List (Eleventh Edition) reported that more than 10.35 million people in the world were detained in prisons including pre-trial detainees and convicted prisoners. Since 2000, the population of the prisoners in the world has continued to increase by almost 20%, amounting to 8.6 million people up to 10.35 million in 2016 [1]. The number of prisoners at the Malang Class 1 Prison Clinic has been surmounted by the numbers. Beforehand, the capacity was only 936 people but currently, it has already accommodated 2,965 people [2]. An overcapacity that is not following by the available facilities can affect the health of prisoners and detainees. The population density is at risk for outbreaks of infectious disease epidemics [3]. A high population density of prisoners can have an impact on health, leading to high rates of visits to health services. The number of patient visits the health service at the clinic has increased every year. The number of outpatient visits at Poly Clinic at Malang Class 1 Prison in 2015 was 7,931 patients; in 2016 amounted to 14,883 patients; in 2017 amounting to 15,839 patients; in 2018 amounting to 16,949 patients. If the high number of patient visits is not supported by appropriate and adequate needs can surely cause problems.

Based on the results of the preliminary study, outpatient at Malang Class 1 Prison Medical Clinic often experienced a long-winded process to get a health check. Observation results showed that the general poly registration was open at 07.30 but the medical action was started around 09.00 due to the medical records searching process and the arrival of the doctors who at the same time were also occupied their errands. This scene illustrated that it would take around 1.5 hours to get medical services. The length of the process that occurred at Malang Class 1 Prison Medical Clinic was dissimilar to the standard set. Based on the Basic Health Care Standard in Prison, Detention, Bapas, LPKA, and LPAS regarding to Implementation Operational Standards of the outpatient implementation in prisons, the entire outpatient service process only requires 24 minutes for 10 activities, namely 1) registration and taking the patient's medical records; 2) collecting symptoms; 3) first health assessment; 4) laboratory checks (if needed); 5) diagnosis; 6) medical treatment follow-up (hospitalization); 7) prescribing drugs; 8) copy of prescription and providing patient medication; 9) recording the remaining drug stock; 10) entering patient data into G registration [4]. The standardized process of registering and retrieving medical record data takes merely a minute.

Waiting for long queues can lead to negative perceptions of production, service quality, and customer

satisfaction. A high number of patients which is not proportional to the number of officers can cause services to be slow [5]. The customers who have been waiting for a long time are a tough thing leading to discomfort and frustration (stress).

The purpose of this research is to find out the description of the service process flow and the description of the length of time of service in the General Poly at Malang Class 1 Prison Clinic.

## 2. METHOD

This study applied quantitative descriptive research. The quantitative approach was used to obtain data on service time at Malang Class 1 Prison General Medical Clinic. The study design used a cross-sectional study design. The data collection techniques used in this study consisted of observation, document review, and documentation. This research was conducted at Malang Class 1 Prison General Medical Clinic. The data analysis in this study used univariate analysis to describe the time-frequency distribution of each service sub- process.

The population used in this study were patients at Malang Class 1 Prison General Medical Clinic. The sample size of this study was derived from the calculation of the Slovin formula. The results of the calculation showed that the number of samples was 95 patients which would be observed from the beginning of the registration process to the process of drug prescription.

## 3. RESULTS AND DISCUSSION

This research was carried out by observing the service process at Malang Class 1 Prison General Medical Clinic starting from the registration process to the patient's drug prescription. The results of the study were analyzed by using elements of management. The management elements through 6M are one popular model that can be used to start or plan a certain project. The 6M elements of management consists of man power, methods, machines, materials, and measurements [6]. In a nutshell, the basic structure and elements of management in all types of institutions are the same. Owing to the different needs in different institutions, the elements are further adjusted to the circumstances and type of agency [7].

### 3.1. Man Power

In an organization, human resource is an important asset driving the organization to determine the quality of the organization. Therefore, medical staff play a role in healthy development so that it can run optimally [8]. The health service quality improvement is influenced by

the commitment and expertise of employees to the work [9].

The human resources of Malang Class 1 Prison General Medical Clinic consisted of a person in charge of the nursery officer, two general practitioners, one dentist, six nurses, and one health processor. In the services of the Malang Class 1 Prison Clinic, health cadres and health professional helpers were also assisting. It was conducted as an effort to foster and empower the Correctional Fostered People (CFP). The health cadres took a role as coordinators for CFP who intended to visit the prison clinic. The health professional helpers played a role in assisting prison clinic officers in terms of working environment such as assisting administrative registration service and prescription service. The health professional helpers and health staff's were selected with certain criteria through a special trial called the trial of Correctional Service Supervisor. The following table presents the comparative data between the needs of health workers and the available workers at the Malang Class 1 Prison General Clinic according to the Basic Ministry of Nursing Basic Services Standard year 2015 (Table I).

Based on the data above, the types of professions that had met the number of standard requirements were doctors, dentists, general nurses, and psychologists. Professions which did not meet the number of standard requirements were dental nurses, pharmacist assistants, sanitarians, administrative officers, and nutritionists. The minimum number of officers must be managed as well as possible so that there was no inequality between one worker and another. Giving an even work portion in an organization was an absolute necessity. The absence of this part resulted in a big possibility of overlapping responsibilities. Clear work allotment would obtain a firm decision in the aspect of organizational structure, duties and functions as well as the relations, and the authority between each worker along with great fairness [10].

**Table 1. Number of health worker at the malang class 1 prison clinic in 2019**

Profession	Health Worker Needs	The Number of Available Human Resource	Descrip- tion
Doctor	At least 1 person	2 people	Fulfilled
Dentist	At least 1 person	1 person	Fulfilled
General nurse	At least 2 people	6 people	Fulfilled

Profession	Health Worker Needs	The Number of Available Human Resource	Description
Dentist nurse	At least 1 person	-	Not Fulfilled
Pharmacist assistant	At least 1 person	-	Not Fulfilled
Laboratory analyst	At least 1 person	-	Not Fulfilled due to unavailability of laboratory service
Psychologist	At least 1 person	1 person	Fulfilled
Nutritionists	At least 1 person	-	Not Fulfilled
Sanitarian	At least 1 person	-	Not Fulfilled
Administrative officer	At least 2 people	1 person	Not Fulfilled

### 3.2. Methods

The results of the observation indicated that the process of at Malang Class 1 Prison General Medical Clinic comprised of three stages, namely registration, medical check, and prescription service. The total sub-process in Outpatient Malang Class 1 Prison General Medical Clinic was 13 sub-processes consisting of six sub-processes at the registration stage, three sub-processes at the medical check, and four sub-processes at the prescription service stage.

The schedule for General Poly at Malang Class 1 Prison Clinic was carried out on Monday, Wednesday, Thursday and Saturday. The Malang Class 1 Prison General Medical Clinic did not have an official service hours but it was usually open according to common office hour; 07.30 Western Indonesian Time until it was closed. Based on the General Guidelines for the Preparation of the Community Satisfaction Index, the certainty of the service schedule or service hours was one of the elements to measure the community satisfaction index [11]. The certainty of service time was one of the paramount characteristics which had to be shown off as an attempt to improve the quality of health services [12].

Every Correctional Fostered People (CFP) who had an intention to get medical treatment had to be registered by a Health Staff's in a human resource book and the health staff later assisted the registration process by submitting the requirements to the clinic registration section. The explanation about the stages of health service at Malang Class 1 Prison General Medical Clinic was drawn as follows.

#### 3.1.1. Registration Stage

The process at this stage was started when the health staff submitted the human resource books to the registration section. In the human resource book, there were a name list of Correctional Fostered People (CFP) visiting the clinic, provision, blocks, rooms, and complaints. Registration was assisted by one professional health helper. Registration was processed based on the order of cadre book submission. The officer then searched for the patient's medical record number on the computer and jotted the number down in the cadre book. After one book had been recorded, the officer searched the patient's medical record file on the medical record rack. The officer sorted and stacked the medical record file on the examination table to wait for the inspection process by the medical staff. The registration process was carried out by two professional health helpers, one officer at the registration counter and one medical record officer. The facilities in the registration process were merely a single set of computers. The disproportionate facilities and the number of officers caused a tedious registration process. The Ministry of Health stated that the patients' arrival which exceeded the service facilities could result in a long-winded process [13]. The complete facilities and infrastructure of an organization could as well affect the quality and achievement of organizational goals. Poor access due to poor infrastructure predisposed the program set in the community [14]. Inadequate infrastructure and medical staff could affect the quality of health services [15].

#### 3.1.2. Medical Examination Stage

This stage was started after the registration officer and medical staff accomplished all the patients' registration, not excluding the medical records. The examination stage was carried out by the medical staff; one doctor and one nurse. The medical proceeding could usually be started at around 09.00; it could be possibly prolonged. The patients were called according to the order of registration of the medical record file. The medical staff took the medical records, checked the patients' health condition, diagnosed the findings or the symptoms, and prescribed the following treatment in the patients' medical record file.

#### 3.1.3. Processing Prescription Stage

This process began after the medical staff had finished prescribing in the medical record file. Malang Class 1 Prison General Medical Clinic did not yet have a prescription sheet so that the prescription merely used the patients' medical record sheet for preparation of the drug. The prescription was carried out by the nurses with the help of a professional health helper. The written prescription then was processed by the pharmacist

for the immediate follow-up action. If the drug officer had not finished preparing the medicine, the recipe was piled up on the examination table. Prepared drugs were given to patients with a brief explanation of how to consume the medicine given. The brief explanation was only done briefly to avoid the accumulation of medicine preparation.

### 3.3. Machines & Materials

Tools or means (facilities) were the elements to bolster an organization to achieve a goal, while infrastructure was the main support for running a particular process. The complete facilities and infrastructure owned by an organization also affected the quality and achievement of organizational goals. Malang Class 1 Prison General Medical Clinic possessed very poor facilities and infrastructure. The medical examination process, prescription service, drug storage shelves, and medical records file storage racks were placed in one room whose size was 4.5 x 3 meters.

Based on the results of comparison between the facilities and infrastructure at the Malang Class 1 Prison General Medical Clinic using the Basic Nursing Service Standards of the Ministry of Law and Human Rights 2015, the available facilities and infrastructure consisted of public service rooms, dental services, isolation rooms, water and air installations, information systems and communication (1 telephone, 3 personal computers, 1 printer), waste disposal installation, public health equipment, dental equipment, office supplies, basic medicines, and ambulance. Unavailable service rooms comprised of the emergency room, medicine room, administration room—it was in the same location as the public service room. The lab was not available as well due to the poor possibility of the area to build a laboratory. The infrastructure which was not yet available was the standard instructions and means or equipment evacuate any damages.

### 3.4. Measurement

Based on the Annual Report of Malang Class 1 Prison General Medical Clinic, the general outpatient poly had the highest number of visitors. The number of outpatient visitors at the Malang Class 1 Prison General Medical Clinic in 2015 was 7,931 patients; in 2016 was 14,883 patients; in 2017 was 15,839 patients; in 2018 was 16,949 patients [16]. The too high number of visits could cause a long-winded waiting span in the health service process [17].

The description of the process of service time of the Malang Class 1 Prison General Medical Clinic was identified from the observation result and direct recording of each service process. The identification aimed to determine the length of time of each outpatient service process. The process which took place in the service process could be measured in terms of time usage including the measurement in finishing the work [18].

Based on table II, it was shown that the total time needed from the entire stages had an average of 7009.39 seconds or 116.83 minutes ( $\pm 2$  hours). The average time needed for the registration process was 2670.76 seconds. The waiting time which should have been passed before getting the health examination was 4176.44 seconds. The average time needed for the medical examination was 75.36 seconds. The average time needed for the prescription service process was 43.24 seconds. The waiting time before arriving at the medicine preparation was 43.59 seconds. In the service process at Malang Class 1 Prison General Medical Clinic, the average time was spent on the tedious waiting period. The entire waiting process was 6849.75 seconds. In other words, the time amount was approximately 114.16 minutes.

**Table 2. The identification result of general polyclinic service at malang class 1 prison general medical clinic in 2019**

Process	Duration (second)
<b>Registration</b>	
Waiting for the checking of patients' data in the computer	1580.22
Checking and writing the medical record's number	28.05
Waiting for the offices to take theregistration book	500.17
Distributing the registration book to the medical record room	12.98
Waiting for the search of medical record file	520.68
Searching the medical record file	28.65
<b>Medical Examination</b>	
Waiting for the call	4176.44
Calling the patients	6.42
Medical examination progress	68.94
<b>Prescription Service</b>	
Waiting for prescription distribution	43.59
Distributing the prescription	6.16
Preparing the medicine	28.11
Giving the medicine and the how-to-consume information	8.98
<b>Total</b>	<b>7009.39</b>

Furthermore, waiting for a queue caused discomfort and frustration. One of the important aspects that determine the service quality was the aspect of the

waiting period [19]. The relationship between waiting period and patient satisfaction showed a tendency that the longer the service waiting period was, the lower the patients' satisfaction would become [20].

To add, the data in the table showed that the registration process was a process spending the longest time with an average of 2670.76 seconds or about 44.52 minutes. This could happen because the registration stage was done manually by writing. The manual registration administration took a long time and long queues often occurred [21].

The Standard Guidelines for Prison Health Care Ministry of Law and Human Rights in 2015 had a standard set of times for outpatient services in prisons. Based on the Prison Health Care Standards Ministry of Law and Human Rights 2015, the process at Malang Class 1 Prison General Medical Clinic did not meet the standard time set of time. The following was a table related to the comparison of the results of the Outpatient at Malang Class 1 Prison General Medical Clinic according to the Prison Health Care Standards Ministry of Law and Human Rights 2015.

**Table 3. The comparison of standard set of time of health service in prison ministry of law and human right 2015 and malang class 1 prison general medical clinic service in 2019**

No.	Stage	Standard set of time	Set time at Malang Class 1 Prison Clinic	Margin	Description
1.	Registration and getting the patients, medical record	60 seconds	2670.76 seconds	The process was longer for 2610.16 seconds	The number of officer and the number of patients were not balanced.
2.	Medical check, vital check-up, health examination, prescribing accordingly	540 seconds	68.94 seconds	The process was shorter for 471.06 seconds	Vital check- up was carried out only for some patients. The prescription and brief how- to-consume explanation were conducted simultaneously.
3.	Writing the copy of prescription, preparing the medicine, giving the medicine to the patients	300 seconds	37.09 seconds	The process was shorter for 262.91 seconds	There was no copying the prescription in written form and the brief explanation about how-to- consume the medicine only took quite a short time after handing the medicine.
Total		900 seconds	2776.79 seconds	The process was longer for 1876.79 seconds	

According to the data in the table above, it was drawn that at Malang Class 1 Prison General Medical Clinic required a longer time process than the standard process. It needed 1876.79 seconds. In the registration stage and taking the patients' medical record stage, the process was longer than the standard time with a gap of 2670.16 seconds or 44.51 minutes. The excess serving time from the standard one was interpreted as a bad category due to its probability to cause a tedious waiting process for the patient. Waiting for long queues lead to negative perceptions of production, service quality, and customer satisfaction [22].

The calculation results showed that there were gaps between the time set of the health examination process with standard time, which was equal to 471.06 seconds. A short set of time did not also warrant a better process. The length of time given by the doctor to the patient was a form of attentive caring towards the patients which

had to be given by medical staff [23]. If the time of the medical examination was done briefly, the service provided by the medical staff to the patient was not surely optimal. Based on the results of observations, the number of patients saturated the implementation of the best service towards the patients. The doctor only explained the medicine consuming time to the patient, established the diagnosis without examination, then prescribed the treatment or medicine. Vital examinations and medical examinations were only carried out to a few patients who were assumed to be in a dire need.

Under the Health Care Standards Ministry of Law and Human Rights 2015, the prescription service activity should include writing the prescription copies, preparing medicines, and giving medicines to patients spending 300 seconds. The results showed that the time needed for prescription service was only 37.09 seconds.

This was due to no prescription copies provided and a too-brief explanation of the how-to-consume information. The Malang Class 1 Prison General Medical Clinic also did not provide the instruction or recipe of the concoction medicines. The recipe copy required a long time, moreover if the medicine varied [24]. This scene became the contributing factor of a short time prescription service at Malang Class 1 Prison General Medical Clinic. The average preparation time of the drug was only 28.11 seconds. This time was considered as a short time. Even though the process of taking and preparing the medicine required precision and accuracy. Drug compounding activities required scrupulosity and a great deal of meticulousness [25].

The process of delivering the medicine was carried out in the health examination room. It was handled by nurses because there was no pharmacist, but sometimes the professional health helper gave a hand to accomplish the work immediately. It was also done after the health helper had prepared the medicine. The explanation of the how-to consume was merely done briefly and quickly. According to Minister of Health Regulation No. 35 in 2014 concerning Pharmaceutical Service Standards at the Pharmacy, the officers must examine before delivering the medicine to the patient by syncing the queue number and the patients' names. Also, the officers ought to provide drug information about how to and how much the patients should consume them.

## 5. CONCLUSION

This study concluded that human resources in Malang Class 1 Prison Clinic do not meet the required number of standards, such as dental nurses, pharmacist assistants, sanitarians, and administrative officers, nutritionists. The service process at Malang Class 1 Prison General Medical Clinic consists of three stages: registration, health check-up, and drug service. The total sub-process at outpatient general polyclinic services in Malang Class 1 Prison Clinic are 13 sub-processes. Most of the facilities and infrastructure of the Malang Class 1 Prison General Medical Clinic have been fulfilled but very minimal. The outpatient service process took a longer time than the Ministry of Law and Human Rights Basic Service standard.

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