

Outpatient Service Implementation Model at Bandung City Mother Baby Hospital

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Abstract— This research aimed to analyze the outpatient services at Bandung City Mother Baby Hospital. It tried to design the outpatient services flow model so that the services provided by this hospital could run effectively and efficiently. It could also meet the patients' expectations concerning the quality of services. The theory or model developed by Zeithaml et al (1988) was cited to analyze the outpatient services given at that hospital. The service quality was measured from 5 (five) dimensions, namely: tangible, empathy, reliability, responsiveness, and assurance. This research employed a descriptive and qualitative method. The data were collected through interviews, observation, and document reviews. The data analysis comprised data reduction, data display, and conclusion drawing. The triangulation of method was used to test the data validity. The analysis results showed that the outpatient services at Bandung City Mother Baby Hospital encountered some shortcomings that need to be improved. In terms of the dimension of intangible, the facilities, infrastructure, disciplinary officers, and public access were still lacking. In the dimension of empathy, there was inadequate awareness on the part of service officers to prioritize the patients more than their personal interests, and the patients were often left waiting to receive services. In the dimension of reliability, the service officers obtained a bad assessment result from the clients due to unclear service time and time-consuming queues at the sub-service units. In terms of the dimension of responsiveness, the service officers lacked alertness in handling outpatient services because the patients had to proceed from one sub-service unit to another. In the dimension of assurance, the service officers could not meet the service time accomplishment. Based on the research findings, Bandung City Mother Baby Hospital needs to improve its outpatient quality services, especially the service time assurance. The outpatient service model recommended in this research refers to the service quality indicators from Zeithaml, et al consisting of tangible, empathy, reliability, responsiveness, and assurance. This model expects the outpatient services will be effective and efficient so that the patients can get punctual and prompt services, clearly comprehend the outpatient service flow, and obtain higher satisfaction.

Keywords—outpatient services model, Bandung City Mother Baby Hospital

I. INTRODUCTION

Hospital is a health service institution that provides complete individual health services that provide inpatient, outpatient and emergency services [1]. The problems that occur in outpatient installation services, namely the number of patients who come for outpatient treatment make the hospital full, queues lengthen and sometimes the hospital cannot serve patients optimally due to limited service time with customers who come beyond the capacity of hospital resources. Another problem is the large number of service sub-units that cause a lot of waiting time and a lot of procedures to be followed, this is added to the lack of facilities and infrastructure that causes inconvenience for patients.

Health is a very important matter which is a basic or mandatory affair for the State so that the State must really pay attention to health matters, especially in terms of providing facilities, infrastructure, resources and services, as recommended by the government through PERMENKES Number 4 of 2018 concerning Obligations of Hospitals and Obligations of Patients by fulfilling these are expected to support improving the degree of public health that supports economic development and resolves social and population problems. With a healthy population, the country's development process can be said to be successful. So that health service is an important factor to increase the health level of the population itself.

Assessment of quality from the point of view of service users is very important because the public bureaucracy often has monopolistic authority so that service users do not have alternative sources of service. If we look closely, the various indicators used to measure the quality of health services vary widely. In general, to see the quality of health services can be seen from two perspectives, namely the perspective of service providers and service users. These two perspectives cannot be seen diametrically, because in looking at the quality of health services there are various factors that influence reciprocally, especially the influence of environmental interactions which can affect the way the government views society, or vice versa.

Patient satisfaction is the level of patient service from the perception of the patient and the patient's closest family. Patient satisfaction will be achieved if optimal results are obtained for each patient and health services pay attention to

the ability of patients and their families, pay attention to every complaint of physical and energy conditions and prioritize patient needs so that the best possible balance is achieved.

The current phenomenon, especially in government hospitals, shows that patients from registering to entering the doctor's examination must wait for more than 60 minutes. This is of course a complaint from some patients because the waiting time in outpatient problems becomes long which results in long waiting times. the patient's condition is bored and anxious because of the long waiting time to get services in outpatient care.

RSKIA Bandung City as a Regional Technical Institution (Bandung City Government Hospital) that provides health services for mothers and children is often a public concern regarding aspects of the quality of services provided, some patients assess RSKIA Bandung City of service quality is still lacking, especially in queuing services for care roads, long queues and makes patients wait long and patient restrictions are a separate disappointment for patients who require easy outpatient treatment facilities and save patient time. From the afore mentioned problems, it resulted in a decrease in the number of outpatient visits at RSKia Kota Bandung, so that it is necessary to analyze the quality of services on outpatient services at the Special Hospital for Women and Children in Bandung City. Referring to the formulation of the problem that has been described, in general this research is aimed at: 1) To analyze outpatient services, 2) To analyze the obstacles and efforts that have been made by outpatient services 3) To formulate the Outpatient Service Model in.

II. STUDY LITERATURE

Public services are basic services in government administration. Public services as an important indicator in the assessment of government performance, both at the central and regional levels. The administration of government is said to be good if the public services carried out are oriented to the interests of the community. Good service and Public services as an important indicator in the assessment of government performance, both at the central and regional levels. The administration of government is said to be good if the public services carried out are oriented to the interests of the community. Good and quality services give satisfaction implications to the community, because people directly assess the performance of the services provided. The indicators of community satisfaction are the benchmarks for the success of governance [2].

According to Mulyadi [3], Public Service is defined as providing services (serving) the needs of people or communities who have an interest in the organization in accordance with the basic rules and procedures that have been determined. In the modernization era, public services have become increasingly important institutions and professions. It is no longer a casual activity, without a legal umbrella, adequate wages, and social security, as was the case in many developing countries in the past. As a profession, public

services are based on the principles of professionalism and ethics such as accountability, effectiveness, efficiency, integrity, neutrality, and fairness for all service recipients. As an institution, public services must be able to ensure the sustainability of state administration which involves developing service policies and managing resources that come from and for the benefit of the community.

There are 4 important elements in the public service process according to Bharata [3], namely: 1. Service providers, namely parties who can provide certain services to consumers, either in the form of services in the form of provision and delivery of goods or services. 2. Service recipients, namely those who are referred to as consumers (customers) or customers who receive various services from service providers. 3. Types of services, namely services that can be provided by service providers to parties requiring services. 4. Customer satisfaction, in providing services, service providers must refer to the main objective of service, namely customer satisfaction. This is very important to do because the level of satisfaction obtained by customers is usually closely related to the quality standards of the goods and or services they enjoy.

In the concept of prime service, the aspect of simplicity means that the service does not require luxurious or sophisticated facilities. It requires simplicity of openness, clarity, certainty and on time. Openness concerning simplicity and clarity of service that is communicated to the public. Clarity / certainty regarding procedures, requirements, work units, cost rates, officials who receive complaints about services provided within the organization. Provision of time which means that the implementation that has been promised is in accordance with a given standard, in accordance with the predetermined time.

Good service has its own characteristics. In this case, the government uses criteria to form the characteristics of a good service which is driven by several supporting factors that directly affect the quality of services provided. 1. The human factor that provides the service, people who serve others must have the ability to serve according to their fields precisely and quickly. Besides that, it must have the ability to communicate, be polite, friendly, and take full responsibility for the people it serves. 2. The availability of facilities and infrastructure that supports the speed, accuracy, and accuracy of the work. The facilities and infrastructure owned must be equipped with the latest technological advances. In the end, these facilities and infrastructure are operated by qualified humans. Thus, the two supporting factors above, support one another.

Public service providers, hereinafter referred to as administrators, are state administering institutions, corporations, independent institutions established under the law for public service activities, and other legal entities established solely for public service activities. According to Law No. 25 of 2009 concerning public service providers are obliged to formulate and determine service standards considering the ability of the organizers, community needs, and environmental conditions. In compiling and establishing service standards, the

provider must involve the community and related parties. Then, the operator is obliged to apply these service standards. Participation of the public and related parties is carried out on the principle of non-discrimination, is directly related to the type of service, has competence, and prioritizes deliberation and prioritizes deliberation and pays attention to diversity.

A. Service quality

Steven Tjong [4] states that excellent service is done by providing extraordinary service every time A is with a customer. In dealing with customers, you must involve your heart, like when you fall in love, giving the best to your beloved. As far as possible, all the five senses should be involved, so that when the criticism that is heard is praise, when he hears it feels like a compliment, when he sees a feeling of great pleasure when he can make him smile, when hand-to-hand solve the problem everything feels light, and every breath has a lot and order.

Providing good service is one of the efforts of service providers to create satisfaction for service recipients. If the service received or felt is in accordance with the expectations of the service recipient, it can be said that the service has good quality, but on the contrary, if the service received or felt is lower than expected, it can be said that the quality is bad. Quality according to Tjiptono [5] is a dynamic condition that affects products, services, processes, and the environment that meet expectations, so that service quality can be interpreted as an effort to meet consumer needs and desires and the accuracy of their delivery in balancing consumer expectations. Service quality can be identified by comparing consumers' perceptions of the service they receive with the actual service they expect. If the service received is as expected, then the service quality is perceived as good and satisfying. In fact, if the service received is lower than expected, the service quality is perceived to be bad.

Excellent Service in Hospitals is the best service provided by Hospital employees to meet / even exceed the expectations of hospital service users. Where this expectation is determined by experience of services or products that have been used, service information received from various sources or promises and internal factors from service users, namely users of the hospital services themselves. Steven Tjong [5] states that prima can be defined as actions or actions that give customers what (more appropriate) they provide, when they need it and in the way they want. According to Kotler, quality service should not be carried out by front-line employees but also by all levels of managers, with individual customers. Bill Marriott and others think that the pyramid structure of a service organization, where the chief executive is at the top, the management officer is in the middle and the frontline officers are at the bottom of serving the customer is out of date. Customers should be above who get the service of frontline officers who are supported and surrounded by all middle managers and directors below them. This principle is essentially reversing the previous view (old model or paradigm) in which bureaucrats who prefer to be served prefer to serve the community, a new paradigm that is

more appropriate in welcoming the era to come. So, in the new paradigm, if it is described as an inverted pyramid where above is the community or customers, while the leader is at the top of the bottom pyramid.

According to Sampara in Hardiyansyah [6], suggesting that service quality is the service provided to customers in accordance with standardized service standards in providing services as a good service standard. Meanwhile, according to Ibrahim in Hardiyansyah [6], the quality of public services is a dynamic condition related to products, people, processes, and the environment. Meanwhile, Tjiptono [7] states that service quality is the level of excellence expected and control over that level of excellence is to meet customers. According to Lewis and Boms [8] states that the measure of how good the level of service provided is in accordance with customer expectations.

The quality of service according to Kotler [9] is an important factor for creating customer satisfaction which will ultimately foster loyalty in consumers. There are five dimensions of SERVQUAL, namely (1) tangibles (physical evidence), including physical facilities, equipment, means of communication, staff or employees, (2) empathy (empathy), including means and establishing relationships, good communication, personal attention, and understanding the individual needs of customers, (3) reliability (reliability), including the ability to provide the promised service promptly, accurately, and satisfactorily, (4) responsiveness (responsiveness), including the desires of staff who provide services or provide assistance to customers responsively, (5) assurance (assurance), including the knowledge, competence, courtesy, and trustworthiness of staff [10]. These five dimensions are often the TERRA theory. TERRA theory has the advantage of providing a service quality measurement scale.

III. METHODS

Overall, the use of the method in this research is a qualitative method. Qualitative research is research that is used to examine the conditions of natural objects, where the researcher is a key instrument [11]. The difference with quantitative research is that this research departs from data, utilizes existing theories as explanatory material, and ends with a theory. By using qualitative research methods, the researcher wants to try to dig deeper into how perceptions, actions and try to understand further the desires of outpatients at RSKIA Kota Bandung. So, it is hoped that natural data will emerge from the informant so that the results of the study can represent the desire or provide a natural description of the outpatient service process at RSKIA Kota Bandung.

Based on the theory of Creswell [12] Qualitative research is methods to explore and understand the meaning that some individuals or groups of people think come from social or humanitarian problems. Researchers construct complex and holistic images, analyze words, report informants' views in detail and conduct research in natural settings. In qualitative research methods, data is usually collected using several

qualitative data collection techniques, namely: In-depth interviews with several informants, Participant Observation and Documentation studies.

IV. RESULTS AND ANALYSIS

Based on the Decree of the Mayor of Bandung Number 900 / Kep.066- DPKAD / 2011 dated January 27, 2011 concerning the Establishment of a Special Hospital for Women and Children in the City of Bandung to Implement the Financial Management Pattern of Regional Public Service Bodies (PPK-BLUD) in full and be given flexibility in governance finance in accordance with applicable regulations and Bandung Mayor Regulation Number 094 of 2012 concerning Guidelines for Financial Management of Regional Public Service Bodies at the Special Hospital for Women and Children in Bandung City.

After approximately 9 years, RSKIA Bandung City Implemented the Financial Management Pattern of Regional Public Service Bodies (PPK-BLUD) with the aim of improving health services, it was found that there were still complaints from visitors about the problem of lack of services, one of which was outpatient services. The complaints that were felt included the complicated and long registration process, health workers who were often late and the lack of response from service personnel to patient complaints. Based on the results of the survey and observations carried out by researchers, some information was obtained including the long waiting time at the registration counter (20-30 minutes), the waiting time for services by health workers is also long (1-2 hours) and the problem of the arrival of the patient's status from the registration counter to the initial examination table (screening) in the polyclinic is quite long. The atmosphere of the waiting room which is narrow, and irregular is also one of the problems found in outpatient services at the Special Hospital for Women and Children in Bandung City.

Based on Kepmenkes RI No.129 / Menkes SK II /2008 on outpatient services, the indicator of waiting time for outpatient services is ≤ 60 minutes starting from the time the patient registers until received/served by a specialist. The results obtained are related to this that in the implementation of the waiting time for outpatient services, it is still not going well and is not optimal, especially what happens to patients who are long outpatients. As a result, there are still some whose patients wait a long time to get outpatient services starting from the patient registering to the patient being called/ entering the polyclinic room, which in the end will indirectly have an impact on patient satisfaction which results in poor quality of the services provided. Based on the results of preliminary observations carried out by researchers by distributing 59 questionnaires with an average of 10 patients per day carried out for 6 days on outpatients, several problems were found related to outpatient implementation. Based on the results of the answers given by outpatients, the dimensions that have less assessment when grouped with Zeithaml's theory are as follows: a) Dimesi Tangibles (real evidence): Availability of facilities and Prasana facilities b) Dimensions of Empathy (Empathy): Patients are waiting too queues long. c)

Dimensions of Reliability Dimensions (Reliability): The services performed are not fast and precise. d) Dimensions of Responsiviness (Response): Timeliness in service. e) Dimensions of Assurance Guarantee: There is no guarantee of timeliness in the service process and there is no ease of access to service.

From the analysis during the research, the obstacles in the implementation of outpatient services at RSKIA Bandung are as follows:

A. *Weak Human Resource Awareness*

This shows that human resources are the main keys that must be considered with all their needs. The demands of organizations to acquire, develop and maintain quality human resources are increasingly pressing in accordance with the dynamics of the ever-changing environment. Change also requires support from the top leadership as an important first step to take. Employees often make mistakes that are not supposed to happen, for example in complying with working hour regulations, many employees arrive late and do not come to work. This is what makes the performance of an organization hampered in completing a job that should have been determined by time. Not a few of the employees still think that as government employees, they do not need to work as much as possible, because the salary has been determined to the benefits given. The community always expects good and quality public service providers. It's just that in practice, this expectation is still not being fulfilled by the government, both central and regional governments. Until now, there are still many cases of services that are far from the expectations of the community.

Based on the results of the study, it was found several phenomena of community service for the Special Hospital for Women and Children in the city of Bandung, namely the existence of health workers in the outpatient department who had competence but always came late to work during working hours, causing the service process to be rendered ineffective and inefficient.

B. *Lack of Socialization of Service SOPs*

In 2019 RSKIA Kota Bandung has 1,279 SOPs that regulate from large things to small technical matters. The existing SOP should be disseminated and used as a guide in providing services to patients at the Special Hospital for Women and Children in Bandung City. Based on observations during the study, the researcher did not find SOPs that were displayed or displayed in the service room that could be recognized or read by the public.

Based on the results of the study, there are several efforts that have been made by RSKIA Bandung City to overcome several problems in outpatient services including the following: Management of RSKIA Bandung City has conducted facial absence for all employees, this aims to simplify the process of monitoring and evaluating the level of attendance and punctuality of arrival of employees, so that if employees who

have attended, they will be given sanctions in the form of cutting performance allowances and giving disciplinary penalties. Every morning, the head of the section always carries out morning reports to his subordinates, which aims to report and evaluate the service performance of each installation, so that when there are problems in the field, they can be immediately followed up and submitted to the director. This activity also functions as supervision carried out by the superior directly to the leadership. Intensifying the performance of the Internal Supervisory Unit (SPI) to audit, evaluate and monitor service documents such as SOPs, service announcements, service governance, hospital by law which functions to provide protection for the safety of patients, the community, the hospital environment, and human resources in the hospital, improve quality and maintain hospital service standards.

Building an information technology system that supports easy access to services, although it is still simple in nature, it is sufficient to help facilitate access to services and monitor the performance of officers in services. Build a 24-hour online complaint system without having to meet with customer service officers. Patients can complain about service problems provided by officers and can provide criticism and suggestions directly via email, Messenger etc. Actively providing education and information about services, service schedules, and other service information through social media. Striving to provide a budget for improving the facilities and infrastructure of service facilities and increasing the competence of employees so that employees at RSKIA Kota Bandung can improve their competence and abilities so that the results are expected to provide good performance for services.

C. Outpatient Service Model in Special Hospital for Women and Children in Bandung City

To improve the quality of services, especially in outpatient services, the Special Hospital for Women and Children in the City of Bandung leads to problems of time and infrastructure. The survey used by researchers used a service quality theory questionnaire consisting of tangible, empathy, reliability, responsibility, and assurance. Based on the results of research on the implementation of outpatient services at RSKIA Bandung, most patients are waiting to get services at the sub-designated service sub-unit so that to improve the quality of outpatient services at RSKIA Bandung City, it is necessary to make updates or innovations so that services are more effective and efficient so that patients do not. waiting too much and getting certainty of time and clarity of outpatient service flow. From this flow, it is necessary to refer to indicators of service quality consisting of tangible, empathy, reliability, responsiveness, and assurance to strengthen the analysis of researchers in forming a development model for the implementation of outpatient services by referring to this theory so that services in the outpatient services of RSKIA Bandung can more effective and efficient.

To facilitate outpatient services and solve outpatient service flow problems at RSKIA Bandung, the researchers proposed an

innovation in the service flow model as follows: 1) Patients who have recorded or have medical record data are required to download the RSKIA application for outpatient services. In the outpatient service application, there is an outpatient registration service feature, patients can choose the time of outpatient services on the day and doctors of RSKIA Bandung City. 2) Patients use the outpatient application to get a queuing service that is more effective and efficient to save waiting time to get outpatient examination services at RSKIA Kota Bandung. So that the Service Mechanism consists of one or more services, each of which consists of one or more parallel service channels. If there is more than one service facility, the units requiring service will be served by a series of service facilities (serial service lines). 3) The outpatient application has a registration service feature that can provide information about the estimated queue number, the time schedule for medical examination services with pre-selected doctors. 4) After knowing the information about the queue number, the patient will come at a predetermined time so that the queue will be more effective and efficient to save patient waiting time and provide a comfortable waiting room without the patient cramming into the waiting room. For example, this service discipline could be First Come First Served (FCFS). 5) In addition, after receiving medical examination services by the doctor, the patient will receive a queue number again which will simplify and shorten the time waiting for queues at the counter for drug collection and payment.

V. CONCLUSIONS AND SUGGESTIONS

A. Conclusion

Based on the research findings, several problems were found, including the patients mostly waiting to get services in the intended sub-service unit so that to improve the quality of outpatient services at RSKIA Bandung City, it is necessary to make updates or innovations so that services are more effective and efficient so that patients do not wait too much. and get time certainty and clear flow of outpatient services. From this flow, it is necessary to refer to service quality indicators which consist of tangible, empathy, reliability, responsiveness, and assurance. So that the results of this study the researcher tries to propose to form a development model for the implementation of outpatient services by referring to this theory which is combined with the existing Hospital Management Information System Model (SIM RS) so that the existing services at RSKIA Outpatient Services in Bandung City can be more effective. and efficient.

B. Suggestion

Propose a design or model to overcome the problem findings during the study in the form of an outpatient service flow design, especially the Hospital Information System-Based Outpatient Flow (SIM RS). The goal is to make it easier for patients to meet the needs of health services whose use can be accessed quickly and easily anywhere through simple features to make it more effective and efficient, starting from service information, registration, waiting time, names of health care

workers, total payments and filling in the Index. Community satisfaction besides that, the designed model systems can be used as performance benchmarks as a basis for making decisions by the leadership in providing rewards and punishments to all service implementing officers.

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