Article

Analysis of Length of Patient Service Time on Patient Satisfaction Using the Balanced Scorecard Perspective at Rsud Dr. M. Yunus Bengkulu Year 2024

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Abstract: It is necessary to measure the performance of a company in this case, namely hospitals. Hospital directors who apply the Balanced Scorecard method will be able to measure how hospital business units can improve performance. The perspectives in the balanced scorecard used as tools in this research are the customer perspective and the business process perspective. The aim of this research is to see the relationship between the length of waiting for patient service and patient satisfaction at RSUD Dr. M. Yunus Bengkulu. The research design used in this research is mixed method research combining quantitative and qualitative research. The sample in this study was 201 samples and the number of informants was 7 people. The results of the study stated that there was a relationship between waiting time for outpatient services, waiting time for inpatient services, waiting time for laboratory services, waiting time for pharmaceutical services and waiting time for radiology services with patient satisfaction shown by a p value <0.05. Based on the multivariate test, it can be seen that the strength of the relationship is greatest for the variable waiting time for outpatient services and patient satisfaction at RSUD Dr. M Yunus Bengkulu with a relationship strength of 1,000. Based on interviews with research informants, it can be seen that outpatient, inpatient, laboratory, radiology and pharmacy services require longer service times than the established standards. The long service time is caused by a large number of patients, a network that does not support it and a lack of staff. The long service time causes patients to feel dissatisfied with the services provided by RSUD dr. M. Yunus Bengkulu. It is recommended for the director of RSUD Dr. M Yunus Bengkulu to be able to improve services in outpatient, inpatient, laboratory, radiology and pharmacy units by paying attention to service times so that patients can feel satisfied with the service. It is also hoped that it can provide facilities to support service times so that it can increase patient satisfaction in terms of the policy brief created by the author..

Keywords: Inpatient Waiting Time, Outpatient Waiting Time, Waiting Time For Supporting Services, Patient Satisfaction

1. Introduction

Hospitals are health care institutions that organize comprehensive individual health services that provide inpatient, outpatient, and emergency services. Public Hospitals (RSU) have a mission to provide quality health services that are affordable to the community in order to improve the degree of public health (Ministry of Health of the Republic of Indonesia, 2020).

Data from the Central Bureau of Statistics shows that there were 3,072 hospitals in 2022, which were divided into 2,561 general hospital units and 511 special hospital units. BPS data also shows that Bengkulu Province has 24 hospitals consisting of 22 general hospitals and 2 special hospital units (Bengkulu Provincial Statistics Agency, 2022). The number of patient visits in hospitals always increases every year, especially M.Yunus Hospital Bengkulu, with an increase in the number of visits, the services provided must also increase in order to achieve excellent service for patients (Novega et al., 2022). Measuring the performance of a company, in this case a hospital, needs to be done. Balanced Scorecard (BSC) is a method of measuring overall company performance that translates the company's vision and strategy into 4 perspectives, namely the Financial perspective, Customer perspective, Internal Business Process perspective and Learning and Growth perspective[1]–[3]. This illustrates that every company must have knowledge and business strategies that are in accordance with the type of business it manages so that the company can be controlled properly so that it can compete in the market it enters (Riwu & Wibowo, 2021).

Service in the hospital can be seen from the service time. The waiting time from registration until the patient gets service by a doctor according to the Indonesian Ministry of Health standard is ≤ 60 minutes. When the waiting time at a health service agency exceeds this duration, it does not meet the standards and is classified as a long waiting time for patients[4]–[6]. Data from the Indonesian Ministry of Health shows that there are still health services that do not meet the standards in terms of waiting time for outpatient services, namely out of 3,282 service documents there are 351 services that do not meet the standards, namely waiting time> 60 minutes, so that the waiting time for outpatient services is realized as much as 89% (Indonesian Ministry of Health, 2023).

Dr. M. Yunus Regional General Hospital has never conducted a satisfaction analysis before with an orientation towards patient satisfaction. The obstacle in the implementation of services at RSUD M.Yunus is the long waiting time from registration to the polyclinic for examination, the length of waiting time varies between less than 60 minutes and more than 60 minutes[7]–[9]. The procedure from the patient's arrival to the polyclinic is fairly short, with the patient registering, verifying and making payment, and then proceeding to the polyclinic. This short procedure is expected to require a short time for patients, but the waiting time is long for patients of Dr. M. Yunus Hospital, thus the author is interested in analyzing the relationship between service time and patient satisfaction at Dr. M. Yunus Hospital Bengkulu.

2. Materials and Methods

The research design used in this study is mix method research. Mix method research is a research approach that combines quantitative and qualitative forms. The quantitative research phase uses a cross sectional design to analyze the relationship between service waiting time and patient satisfaction. The qualitative phase conducted in-depth interviews with patients with the aim of obtaining answers or in-depth information about a person's opinions and perceptions. The study population was 1,252 patients with a sample size of 201 samples and 7 research informants. The analysis used is univariate, bivariate and multivariate analysis.

3. Results

In-depth interviews with key informants found that according to informants, inpatient and outpatient service times are in the long category. The following is the key informant's statement:"My outpatient time is long, waiting from taking the number to being called to be asked for complaints is almost an hour, not to mention checking the doctors, it's long here because it's crowded, if it's not from the morning it will take a long time to be served. If the long inpatient is waiting for the room, in the emergency room it can take up to 5 hours to get a room, the reason is that everything is full, so wait in the emergency room" - Informant A

Informant A's statement was supported by questions from informants B and C who stated that inpatient and outpatient services were relatively long, as follows:"Outpatient care is long if you don't come from the morning, we come at 8 o'clock, you can finish the treatment at 10 o'clock. If the long hospitalization is waiting for the room, in the emergency room it can take up to one night to get a room, the reason is that the rooms are full, so they wait in the emergency room"- Informant B"...Outpatient care if you want to be fast, it's early in the morning, if it's already noon, the service will take a long time...Inpatient care, once I waited all night for a room in the emergency room" - Informant C

The interview continued by comparing the answers of key informants with triangulation informants. According to health workers at RSUD Dr. M.Yunus Bengkulu, service times refer to official standards. The length of service is due to constraints from internal and external hospitals. The following is the statement of the triangulation informant:"For outpatient care, we comply with the standard service of less than 60 minutes. We strive, but sometimes there are many patients and many counters with network constraints so it takes a long time"- Informant E"For inpatient care, we refer to the service standard of less than 60 minutes to get a room, but in this hospital the room conditions are not proportional to the patients who come so, there are some patients who need to wait for the room"- Informant G

Laboratory, radiology and pharmacy services experienced complaints about service times conveyed by informants as follows:"If the laboratory depends on what the check is, if the lab check is rich in blood, when I had dengue, it was quite fast, one hour the results came out, but yes, it was early in the morning. If you take medicine at the pharmacy, sometimes it takes a while." - Informant A

"The wait for medicine is sometimes half an hour to an hour, it's quite long. I waited for more than 3 hours at radiology" - Informant B".... It was up to 3 hours waiting for radiology results" - Informant D

The following are the statements of triangulation informants related to laboratory services, radiology and pharmaceutical services at RSUD Dr. M. Yunus Bengkulu:"Our laboratory services are less than 140 minutes, the services provided are appropriate. Radiology requires a service time of approximately 3 hours. In the pharmacy department we have a fast service of 30 minutes to 1 hour depending on the type of medicine needed." -Informant G

The key informant was dissatisfied with the waiting time and the following is the informant's expectation for Dr. M. Yunus Hospital:"I'm not satisfied with the time, and it's also complicated to go here and there, especially if you want to get a room, it takes a long time.... My hope is that the service will be improved, if there is a lack of staff, just add more

so that everything is served quickly, because everything is referred here" - Informant C"The problem of outpatient time is somewhat dissatisfied because it is never fast... I hope the service will be improved and be more friendly in serving"

The length of service at Dr. M. Yunus Hospital is caused by several factors. The following are the statements of research informants related to the causes of the length of service:"The network at the registration counter likes to be slow, so it causes the service to be constrained and long, the number of officers who are not proportional to the number of patients causes the length of service. It is hoped that improving services from registration to pharmacy, with more adequate equipment can speed up service. Long services can make patients upset and become dissatisfied" Informant F

Based on interviews with research informants, it can be seen that outpatient, inpatient, laboratory, radiology and pharmacy services require longer service times than the established standards. The length of service time is caused by crowds of patients, unsupportive networks and insufficient numbers of officers. The length of service time causes patients to feel dissatisfied with the services provided by RSUD Dr. M. Yunus Bengkulu.

4. Discussion

Relationship between Outpatient Service Time and Patient Satisfaction

The results showed that 51.2% of outpatient service time was not according to standards. The results of statistical tests show that there is a significant relationship between outpatient service time and patient satisfaction with a p value of 0.000. Multivariate test results show the strength of a very strong relationship between outpatient service time and patient satisfaction. Interviews with informants stated that the services provided took a long time, causing patients to be less satisfied with the services provided[10]–[12].

The results of this study are in line with research conducted in Malang Regency that waiting time for outpatient services is related to patient satisfaction.Waiting time for services that are more than 60 minutes causes patients to feel less satisfied with the service.Waiting time for outpatient services is a problem that is still often encountered in health care practices that have an impact on patient satisfaction (Anggraeni, 2020).

Relationship between Inpatient Service Time and Patient Satisfaction

The results showed that 50.2% of inpatient service time was not up to standard. The statistical test results show that there is a significant relationship between inpatient service time and patient satisfaction with a p value of 0.000. Multivariate test results show the strength of a strong relationship between inpatient service time and patient satisfaction. Interviews with informants stated that the services provided took a long time, causing patients to be less satisfied with the services provided[13]–[15].

The results of this study are in line with research conducted in Lubuk Begalung that waiting time for inpatient services is related to patient satisfaction with a p value of 0.000. An indicator of the success of health services is patient satisfaction. Patient satisfaction is a reflection of the quality of health services they receive. Long services cause patient satisfaction to decrease (Alfita & Eravianti, 2020).

Relationship between Laboratory Service Time and Patient Satisfaction

The results showed that 57.7% of laboratory service time was according to standard. The statistical test results show that there is a significant relationship between laboratory service time and patient satisfaction with a p value of 0.000. Multivariate test results show

the strength of a very strong relationship between laboratory service time and patient satisfaction. Interviews with informants stated that the services provided took not so long and were still in accordance with the standard, namely laboratory services <140 minutes.

The results of this study are in line with research conducted in Banjarmasin that laboratory service waiting time is related to patient satisfaction. Long laboratory service times result in improved quality of health services and have an impact on patient satisfaction. Long service time is a key element of patient safety that plays a role in patient satisfaction (Hikmat & Bakhriansyah, 2024).

Relationship between Radiology Service Time and Patient Satisfaction

The results showed that 55.2% of radiology service time was according to standard. The statistical test results show that there is a significant relationship between radiology service time and patient satisfaction with a p value of 0.000. Multivariate test results show the strength of a very strong relationship between radiology service time and patient satisfaction. Interviews with informants stated that the services provided were in accordance with the standard, which was less than 3 hours of service time.

The results of this study are in line with research conducted at Putri Hijau Medan Hospital that waiting time for radiology services is related to patient satisfaction p value <0.05. One of the many facilities capable of providing health services in hospitals is the radiology installation. Radiology is important in daily medical practice to support diagnosis, treatment or treatment plans as well as evaluation and control (Akbar et al., 2022).

Relationship between Pharmacy Service Time and Patient Satisfaction

The results showed that 53.7% of pharmacy service time was not up to standard. The statistical test results show that there is a significant relationship between pharmaceutical service time and patient satisfaction with a p value of 0.000. Multivariate test results showed a very strong relationship between pharmacy service time and patient satisfaction. Interviews with informants stated that the service provided was relatively long between 30 minutes to 1 hour in taking prescriptions at the pharmaceutical installation.The results of this study are in line with research conducted at the Pharmacy Installation of RSU Sumekar Sumenep Regency. The results showed that service time in the pharmaceutical installation was related to patient satisfaction. The Ministry of Health has set minimum service standards that must be provided by public service agencies including hospitals to the public as service consumers. The minimum service standards (MSS) set may be different depending on the type of service. The SPM imposed on hospital pharmaceutical installations in providing pharmaceutical services include (1) waiting time for service (finished medicine ≤ 30 minutes, and concocted medicine ≤ 60 minutes), (2) no medication errors, (3) customer satisfaction of at least 80%, and (4) conformity of all prescription writing with the formulary (Ardiansyah, 2023).

5. Conclusion

The results showed that there is a relationship between service time consisting of outpatient service time, inpatient service time, laboratory service time, radiology service time and pharmacy service time with patient satisfaction at RSUD Dr. M.Yunus Bengkulu. The results of the correlation test can be seen that the strength of the greatest relationship to patient satisfaction is the variable outpatient service time with a relationship strength of 1.000.

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