

RINGKASAN**Analisis Kepuasan, Harapan dan Kebutuhan Pasien Sebagai Salah Satu Upaya
untuk Meningkatkan Kepuasan Pasien Paviliun VIP
Rumah Sakit Darmo**

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Rumah Sakit Darmo merupakan RS yang sudah cukup lama berdiri dan memiliki berbagai keuntungan, antara lain dari segi lokasi dan dari SDM (sumber daya manusia) dokter spesialis yang sudah cukup terkenal, walaupun demikian, sejak tahun 2002 telah terjadi penurunan BOR (*Bed Occupancy Rate*) yang cukup berarti dan penurunan yang paling menyolok terjadi di paviliun VIP (*Very Important Person*).

BOR rumah sakit dipengaruhi oleh banyak faktor yang akan sangat mempengaruhi upaya yang digunakan oleh rumah sakit tersebut untuk meningkatkan kinerjanya. Salah satu upaya yang dapat dilakukan untuk meningkatkan BOR rumah sakit adalah melalui peningkatan kepuasan pasien. Dalam upaya meningkatkan kepuasan pasien perlu diketahui pula harapan dan kebutuhan pasien, agar dapat dilakukan rekayasa produk sesuai dengan harapan dan kebutuhan pasien tersebut. Untuk itu dilakukan penelitian mengenai kepuasan, harapan dan kebutuhan pasien paviliun VIP RS Darmo agar dapat disusun rekomendasi upaya peningkatan kepuasan pasien paviliun VIP RS Darmo.

Penelitian ini merupakan survey pasien dengan menggunakan metode penelitian *cross sectional* yang dilakukan selama 2,5 bulan, mulai pertengahan bulan Oktober 2004 sampai dengan akhir Desember 2004 dengan jumlah responden sebanyak 31 orang pasien paviliun VIP RS Darmo. Data yang didapat disajikan dalam bentuk tabel distribusi frekuensi yang kemudian dianalisis dan didiskusikan dalam FGD. Hasil analisis peneliti dan FGD digunakan untuk menyusun rekomendasi upaya peningkatan kepuasan pelanggan sebagai salah satu cara untuk meningkatkan BOR paviliun VIP RS Darmo.

Dari hasil penelitian diketahui bahwa terdapat ketidak-puasan terhadap semua pelayanan, tetapi kepuasan tertinggi pasien paviliun VIP adalah terhadap pelayanan perawat, sedangkan kepuasan terendah adalah terhadap pelayanan manajemen dan non medis. Dari hasil FGD dan pembahasan disimpulkan bahwa berbagai masalah ketidak-puasan terhadap pelayanan dokter disebabkan oleh kesibukan dokter yang tinggi karena dokter yang merawat pasien adalah dokter mitra yang pekerjaan utamanya di RS Dr. Soetomo dan juga mempunyai pasien di berbagai rumah sakit lain. Kepuasan yang rendah terhadap manajemen dan non medis, dalam beberapa hal juga berhubungan dengan dokter yaitu tidak adanya daftar tarif dokter. Penyebab lain ketidak-puasan terhadap manajemen dan non medis adalah kurangnya jumlah tenaga dan sikap SDM non medis yang dinilai kurang ramah. Selain itu juga, didapatkan ketidak-puasan terhadap fasilitas yang disebabkan oleh ketidak-sesuaian antara harapan pasien dengan kenyataan yang ada. Dalam hal pelayanan perawat, ketidak-puasan yang timbul adalah terhadap penampilan perawat yang disebabkan oleh warna seragam perawat yang kurang cerah.

Dari hasil analisis harapan pasien paviliun VIP RS Darmo didapat kesimpulan bahwa pasien mengharapkan kejelasan, kepastian dan keterlibatan dalam berbagai hal yang menyangkut dirinya, pasien berharap memperoleh penjelasan dan komunikasi

yang baik dari semua pemberi pelayanan. Dalam hal fasilitas, walaupun pasien merasa puas terhadap kenyamanan kamar, tetapi masih mengharapkan adanya peningkatan terutama dalam hal makanan dan fasilitas kamar. Sedangkan mengenai kebutuhan pasien paviliun VIP RS Darmo, diketahui bahwa pasien membutuhkan konsultasi melalui telpon, perpustakaan, cafe yang representatif, kabelvision dan klub kesehatan.

Dari hasil analisis kepuasan, harapan dan kebutuhan pasien tersebut dapat diberikan rekomendasi berupa (1) pembuatan SOP untuk perawat tentang cara bersikap yang sesuai dengan harapan pasien, misalnya mengetuk pintu sebelum masuk kamar pasien, menjadwalkan waktu perawat menjenguk pasien, setiap masuk kamar pasien sebaiknya selalu mengajak pasien berbicara, (2) perubahan warna seragam perawat, (3) menyediakan perawat untuk memonitor kondisi pasien per telpon sesudah pasien pulang dari rumah sakit, (4) menyampaikan kepada dokter hasil penelitian kepuasan, harapan dan kebutuhan pasien mengenai pelayanan dokter, (5) membuat daftar tarif dan jadwal waktu visite dokter, (6) mengadakan dokter jaga untuk visite di hari libur dan dokter spesialis organik RS Darmo, (7) melakukan renovasi dan penambahan fasilitas kamar, (8) mengadakan PKMRS (Penyuluhan Kesehatan Masyarakat Rumah Sakit) bagi pasien, (9) penyerahan tagihan rutin disertai dengan penjelasan, (10) membuat program pendidikan dan pelatihan sesuai dengan harapan dan kebutuhan pasien, (11) menghitung kembali beban kerja SDM keperawatan, administrasi ruangan, TPPRI (Tempat Penerimaan Pasien Rawat Inap), (12) membuat brosur dan leaflet tentang berbagai penyakit sebagai informasi dasar bagi pasien, (13) penambahan tenaga TPPRI, administrasi ruangan dan perawat berdasarkan hasil perhitungan beban kerja (14)perbaiki struktur organisasi instalasi gizi, (15)membentuk tim evaluasi makanan (16) studi banding staf instalasi gizi RS Darmo ke instalasi gizi rumah sakit lain.

SUMMARY

Analysis on Patient-Satisfaction, -Expectation, and -Demand in an Effort for an Improvement in Patient-Satisfaction at the Darmo Hospital Very-Important-Person (VIP) Ward

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The Darmo Hospital is an established hospital retaining significant advantages, among others in terms of its location and of its renowned specialists; however, as of 2002, significant decreases in Bed Occupancy Rates (BORs) are prevalent, of which the most-observable are in the VIP Ward.

Hospital BORs are influenced by various factors central to efforts for improvements in performance. One such practicable effort for improvements in hospital BORs is an improvement in patient-satisfaction. Comprehension on patient-expectation and -demand, in the formulation of strategies for products- and services-offerings that meet patient-expectation, is equally influential to efforts for improvements in patient-satisfaction. Therefore, to formulate a recommendation on an effort for an improvement in patient-satisfaction at the Darmo Hospital VIP Ward, a study on patient-satisfaction, -expectation, and -demand at the Darmo Hospital VIP Ward, is called-for.

This study was conducted in the form of a cross-sectional research-survey on patients for the duration of 2.5 months; effective as of mid-October 2004, and concluded in late-December 2004, with a total of 31 Darmo Hospital VIP Ward patients as respondents. The collected data were displayed in a frequency distribution table, which was then analysed and discussed in a Focus Group Discussion (FGD). Results of analyses, performed by the researcher as well as the FGD, were utilized in the formulation of a recommendation on an effort for an improvement in customer-satisfaction as an alternative measure for improvements in BORs at the Darmo Hospital VIP Ward.

From the survey results, it was revealed that dissatisfaction was prevalent to all services; where the highest satisfaction-rate prevalent among VIP Ward patients pertained-to services provided by nurses, while the lowest satisfaction-rate prevalent among VIP Ward patients pertained-to services provided by management and non-medical staff. From the FGD and from discussions, it was concluded that: 1) various issues of dissatisfaction pertaining-to services provided by physicians were attributable-to physicians being pressed-for-time, as they attended-to patients at the Darmo Hospital in the capacity of visiting-physicians who aside-from their primary obligations to the dr. Soetomo Hospital, also attended-to patients at various other hospitals; 2) the low satisfaction-rate pertaining-to services provided by management and non-medical staff, in certain aspects, was related-to issues regarding physicians, namely, the unavailability of information on physician-fees; 3) the insufficiency of non-medical staff and their attitude, which was deemed to be inattentive, further contributed to the prevalent dissatisfaction pertaining-to services provided by management and non-medical staff; moreover, 4) dissatisfaction was also found pertaining-to facilities, effected by incompatibilities between patient-expectation and reality; and, 5) in terms of services provided by nurses, the prevalent dissatisfaction specifically pertained-to the appearance of their uniforms, which were pale.

From the analysis on patient-expectation at the Darmo Hospital, it was concluded that 1) patients expected transparency, un-ambiguity, and attention,

pertaining-to various issues that involved them, as they demanded a proper-degree of clarity and communication, on the part of all service providers at the hospital; and 2) in terms of facilities, although satisfied with room-conveniences, patients expected improvements, primarily pertaining-to catering-services and room-facilities. Whereas, pertaining-to patient-demand at the Darmo Hospital VIP Ward, it was revealed that patients demanded consultations-by-phone, libraries, a representative café, a cable tv, and a health-club.

Grounded on the analyses on patient-satisfaction, -expectation, and -demand, it is recommended that: 1) a nurse-services Standard Operating Procedure (SOP) on proper-attitude that meets patient-expectation such as, on how-to knock on doors prior-to entering patients' rooms, on how-to schedule inspections on patients, and on how-to greet patients upon entering their rooms, be formulated; 2) the colour of uniforms be re-designed; 3) nurses be made-available to monitor patients' condition via telephone subsequent-to being relieved from the hospital; 4) findings on patient-satisfaction, -expectation, and -demand pertaining-to services provided by physicians be communicated to physicians; 5) physician-fees and physician visiting-schedules be communicated to patients; 6) general-practitioners on-call during holidays and resident-specialists of the Darmo Hospital be made-available; 7) room-facilities be renovated and upgraded; 8) Hospital Public Health Promotions for patients be conducted; 9) service-bills be accompanied by appropriate clarifications; 10) continuing-education- and training-programs, in the continual-effort to meet patient-expectation and -demand, be formulated and implemented; 11) nurse, ward administrative-staff, and admission staff work-loads be re-calibrated to provide a foundation on which to base evaluations on the immediacy of SOP and Human Resources improvements; 12) brochures and leaflets informing patients on various illnesses be made-available; 13) nurse, ward administrative-staff and admission staff human resource improvements based on work-loads re-evaluations 14) the dietician-unit organizational-structure be improved; and, 15) a provision/dietary evaluation team be formed 16) bench-marking to another hospital dietician-unit.

ABSTRACT

Analysis on Patient-Satisfaction, Expectation, and Demand in an Effort for an Improvement in Patient-Satisfaction at the Darmo Hospital Very-Important-Person (VIP) Ward

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As of 2002, a decrease in Bed Occupancy Rate (BOR) is prevalent in Darmo Hospital (DH) VIP Ward. One practicable effort for improvement in hospital BOR is improvement in patient-satisfaction. Therefore, the purpose of this study was to formulate a recommendation on efforts for improvement in patient-satisfaction at the Darmo Hospital VIP Ward, based on a patient-satisfaction, expectation, and demand analysis at the DH VIP Ward.

This was a research-survey performed cross-sectionally beginning from mid-October 2004 and concluded in late December 2004, with a total of 31 DH VIP Ward patients as respondents. The collected data were displayed in a frequency distribution table, which was then analysed and discussed in a Focus Group Discussion (FGD).

The survey results revealed that the highest satisfaction-rate was pertained-to nurses service, while the lowest satisfaction-rate was pertained-to management and non-medical staff services. The FGD and analysis concluded that various issues of dissatisfaction were attributable-to physicians being pressed-for-time, as they are in the capacity of visiting-physicians and the low satisfaction-rate was related to issues regarding the unavailability of information on physician-fees; the insufficiency of non-medical staff and their attitude; the incompatibilities between patient-expectation and reality; and the pale appearance of nurses' uniforms .

It was concluded that patients expected transparency, un-ambiguity, clarity and good communication from all service providers at the hospital; and patients expected improvements of catering services and room facilities. VIP Ward patients demanded consultations-by-phone, library, cable tv, representative cafe, and health-club.

A recommendation was presented, consisted of i.e creating standard-operational-procedure for nurses and redesigning the color of nurse uniform, communicating findings gathered from this research to the physicians and then standardizing physician-fees and visiting-schedules, renovating and upgrading room-facilities, implementing continuing-education and training-programs; recalibrating and improving the human resource; improving the dietician unit organizational-structure and providing VIP-ward-patient demand.

Keywords: hospital, patient-satisfaction, patient-expectation