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THE OPTIMIZATION OF ACCREDITATION DOCUMENTS FOR THE IMPLEMENTATION OF GOOD CORPORATE GOVERNANCE AT SUGIO MUHAMMADIYAH CLINIC, LAMONGAN

OPTIMALISASI DOKUMEN AKREDITASI UNTUK MEWUJUDKAN GOOD CORPORATE GOVERNANCE DI KLINIK MUHAMMADIYAH SUGIO, LAMONGAN

Scope:
Social Economic

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ABSTRACT

Background: In 2023, Sugio Muhammadiyah Clinic embarked on an accreditation program, encountering challenges pertaining to the preparation of strategic plan documents, Standard Operating Procedures (SOPs), and quality assessment documents. **Objective:** To optimize the accreditation documents of Sugio Muhammadiyah Clinic to foster good corporate governance. **Method:** The study encompassed three primary stages-preparation, implementation, and evaluation-spanning from July to September 2023. A workshop on September 11, 2023, then group discussions on September 12, 2023. A cohort of 24 medical staff members, comprising nurses, doctors, pharmacists, and medical records officers from Sugio Muhammadiyah Clinic, actively participated in these endeavors. **Results:** Evaluation of the community service was conducted through pre-test and post-test assessments, revealing a noteworthy 35% increase in participants' knowledge of accreditation document preparation. The pre-test mean score was 66.67, with the highest score recorded at 76, while the post-test mean score increased to 90, with the highest score reaching 100. These findings underscore the effectiveness of the community service in enhancing participants' understanding of accreditation document preparation. **Conclusion:** The community service was successfully carried out to improve participants' knowledge of preparing accreditation documents. It is anticipated that well-crafted accreditation documents will underpin good corporate governance at Sugio Muhammadiyah Clinic, thereby enhancing patient care services.

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ABSTRAK

Latar belakang: Tahun 2023, Klinik Muhammadiyah Sugio telah dipersiapkan untuk program akreditasi, namun masih memiliki kendala terkait penyusunan dokumen rencana strategis, SOP, dan dokumen penilaian mutu. **Tujuan:** Optimalisasi dokumen akreditasi klinik Muhammadiyah Sugio dalam rangka mewujudkan good corporate governance. **Metode:** Terdapat tiga tahapan utama yaitu persiapan, pelaksanaan, dan evaluasi yang dilaksanakan pada bulan Juli hingga September 2023. Pelaksanaan workshop pada tanggal 11 September 2023 dan diskusi kelompok pada tanggal 12 September 2023. Sebanyak 24 staf medis di klinik Muhammadiyah Sugio hadir dan berpartisipasi aktif dalam kegiatan ini termasuk perawat, dokter, apoteker, dan petugas rekam medis. **Hasil:** Hasil dari pengabdian masyarakat ini dievaluasi berdasarkan nilai peserta dalam pre-test dan post-test. Setelah membandingkan kedua nilai tersebut, diperoleh bahwa terdapat peningkatan pengetahuan peserta mengenai penyusunan dokumen akreditasi sebesar 35%. Nilai rata-rata pre-test sebesar 66,67, dengan nilai tertinggi 76, sedangkan nilai rata-rata post-test sebesar 90, dengan nilai tertinggi 100. Artinya ada peningkatan pengetahuan peserta mengenai penyusunan dokumen akreditasi. **Kesimpulan:** Pengabdian masyarakat ini berhasil dilakukan untuk meningkatkan pengetahuan peserta dalam menyusun dokumen akreditasi. Diharapkan dengan adanya dokumen akreditasi yang dipersiapkan dengan baik dapat mewujudkan tata kelola yang baik di Klinik Muhammadiyah Sugio dan memberikan pelayanan yang lebih baik kepada pasien.

Kata kunci:
Dokumen Akreditasi; Good
Corporate Governance di
Klinik; Workshop dan Diskusi
Kelompok

BACKGROUND

Primary level health facilities play a crucial role in providing basic services to the community. According to Regulation No. 46 of 2015 by the Minister of Health, all primary level health facilities are mandated to deliver quality services in accordance with established standards, ensuring the community's right to access healthcare. Meeting quality standards for health services is pivotal for achieving optimal outcomes for patients, particularly in the era of National Health Insurance (Munaa, 2020). One government policy aimed at assessing the attainment of quality standards in health services is the implementation of external reviews through accreditation programs. Indeed, accreditation has been shown to have beneficial effects on the quality of health services (Álvarez-Dobaño et al., 2021; Noblet et al., 2021). However, in East Java, the number of accredited community health services stands at 963 units (99.48%), with only 37 primary clinics (2.45%) accredited (Dinas Kesehatan Provinsi Jawa Tengah, 2019).

The readiness of accreditation documents is a key determinant of the success of an accreditation program (Risky et al., 2021). However, healthcare workers tasked with providing services at health facilities often face a heavy workload encompassing both medical and non-medical duties, resulting in limited time for document completion (Khandre et al., 2023). Consequently, achieving success in the accreditation program necessitates the commitment of the entire team, spanning leadership and employee levels (Tahir et al., 2020). Moreover, to ensure the success of the accreditation program and achieve favorable ratings, collaboration with third parties-particularly academics specializing in accreditation-is essential to guide and support healthcare workers in document preparation. Additionally, as stated by Kapoor et al., (2018), forging partnerships with third parties leads to improved accreditation outcomes.

Muhammadiyah, as one of the Islamic organizations in Indonesia, places significant emphasis on the health and social sectors, demonstrated through the establishment of hospitals, polyclinics, and health centers as part of its charitable endeavors. Muhammadiyah has established 364 hospitals and clinics under the Muhammadiyah and 'Aisyiyah banners across Indonesia. Among them is the Sugio Muhammadiyah Clinic, situated at Jalan Raya Sugio-Lamongan No. 3. Despite its status, the Sugio Muhammadiyah Clinic had never undergone accreditation and initially planned to pursue it in 2020. However, due to the Covid-19 pandemic, the Ministry of Health temporarily

halted the accreditation process. Consequently, Sugio Muhammadiyah Clinic had to postpone its accreditation until 2023. Upon conducting observations and in-depth interviews on August 18, 2022, the community service team identified several issues. Notably, out of 21 accreditation standards, the clinic had achieved less than 30% compliance with accreditation documentation, posing a significant challenge for its human resources. Compliance with accreditation documents serves as a barometer for the quality of clinical health services. Without proper documentation to support the implementation of health services, the management process-including planning, monitoring, and evaluation-may be hindered (Álvarez-Dobaño et al., 2021).



Figure 1. The Community Service Teams Visited Sugio Muhammadiyah Clinic

The observation results revealed deficiencies in several areas of accreditation criteria at Sugio Muhammadiyah Clinic. In the initial segment concerning Clinical Governance, comprising four assessment standards, the clinic lacked a strategic plan document. In the subsequent section addressing quality improvement and patient safety, encompassing three assessment standards, it was noted that the clinic did not possess comprehensive Standard Operating

Procedures (SOPs) related to quality and patient safety. Additionally, the clinic's situation was compounded by its failure to conduct assessments on the achievement of clinical quality indicators. In the third segment pertaining to the Implementation of Individual Health, which consists of 14 assessment standards, it was discovered that the clinic had never provided health education for patients and their families.

Essentially, all employees at Sugio Muhammadiyah Clinic were acquainted with the clinical accreditation instrument as it had been disseminated by the Health Council of the East Java province. However, some documents were incomplete due to a lack of knowledge and skills in documenting clinical services. Based on the interview findings, it was revealed that they had never undergone training in formulating a strategic plan. Additionally, they were unfamiliar with crafting appropriate Standard Operating Procedures (SOPs) based on guidelines and analyses of quality indicator results. Moreover, there were no health workers proficient in the management and documentation of health services. Addressing the three identified issues from the interview and observation results, the community service team initiated an activity at Sugio Muhammadiyah Clinic aimed at realizing good corporate governance.

METHOD

This community service initiative took place at Sugio Muhammadiyah Clinic, located at Jalan Raya Sugio - Lamongan No. 3. The target participants were all 24 clinic employees, encompassing nurses, doctors, and various other medical staff such as medical record officers, pharmacists, and health analysts. The clinic, henceforth referred to as the partner, actively engaged in this community service by facilitating the involvement of the participants. Prior to the commencement of community service activities, the partner provided an initial orientation to the participants. Additionally, the partner arranged the time and venue for the activities, along with necessary facilities including meeting rooms, LCD projectors, and laptops. Furthermore, the partner established a WhatsApp group to streamline coordination and facilitate the mentoring process.

The Community Service Stages



Figure 2. The Community Service Stages

The Preparation Stage

The community service spanned three months, from July to September 2023, with the preparation stage commencing in July 2023. This phase involved literature review and internal team discussions to address challenges encountered by Muhammadiyah clinics in Lamongan. Following internal deliberations, on August 7, 2023, the community service team visited the general health advisory organization of the Muhammadiyah regional board of Lamongan, which provided recommendations for fostering collaboration with Sugio Muhammadiyah Clinic. At this juncture, Sugio Muhammadiyah Clinic was slated for accreditation; however, certain documents were inadequately prepared. Subsequently, on August 18, 2023, the community service team conducted a preliminary study at Sugio Muhammadiyah Clinic. Interviews were conducted with the clinic's head, quality section head, and accreditation team head. During these discussions, it emerged that Sugio Muhammadiyah Clinic had formed accreditation teams for each standard. Nevertheless, time constraints and limited expertise, particularly in strategic planning, Standard Operating Procedures (SOPs), and quality improvement, posed challenges. Additionally, the team conducted onsite observations at the clinic. Following the visit, the community service team and the accreditation team head engaged in extensive communication via WhatsApp to devise solutions and determine the most appropriate activities for the community service.

The Implementation Stage

The discussions during the preparation stage resulted in the decision to conduct a two-day workshop and focus group discussion in September 2023. The workshop took place on September 11, 2023, from 08:00 to 14:00, with Drs. H. Moch. Nasir, M. Kes serving as the informant. The informant provided participants with detailed information about the patient registration process, clinical service support management, primary clinic patient registration process, and primary clinic medical record information management. Following the presentations, the community service team, acting as facilitators, guided participants in small group discussions to deepen their understanding of document preparation, as elucidated by the informant. The subsequent day, September 12, 2023, saw Abd. Majakin, M.MRS., leading group presentations, where each group showcased their prepared documents. During this session, the informant also offered constructive feedback to the participants. Additionally, the

community service team prepared modules for each activity to serve as guides for participants in document preparation.

The Evaluation Stage

To assess the effectiveness of the activities, the community service team administered pre-test and post-test. Participants completed the pre-test prior to the workshop and focus group discussion, and the post-test thereafter. Subsequently, the community service team calculated participants' scores to ascertain if there was an increase, indicative of enhanced knowledge. Furthermore, evaluation was conducted by observing participants' responses and attitudes towards the activities.

RESULT AND DISCUSSION

This community service was attended by 24 participants, all of whom were employees of Sugio Muhammadiyah Clinic. Specifically, 20 (83%) of the participants were female, while the remaining 4 (17%) were male. They held various positions within the clinic, including 3 (12.5%) doctors, 7 (29.1%) nurses, 1 (4.2%) midwife, 3 (12.5%) healthcare analysts, 2 (8.3%) pharmacists, 4 (16.7%) pharmacy assistants, and 4 (16.7%) medical records officers. The characteristics of the participants are outlined in Table 1.

Table 1. The Characteristics of The Participants

Characteristics	n	%
Gender		
Male	4	17%
Female	20	83%
Occupation		
Doctor	3	12,5%
Nurse	7	29,1%
Midwife	1	4,2%
Healthcare analyst	3	12,5%
Pharmacist	2	8,3%
Pharmacy assistant	4	16,7%
Medical record officer	4	16,7%

The following table (Table 2) presents the schedule for the implementation of the community service at Sugio Muhammadiyah Clinic. The first day (September 11, 2023) consisted of workshops with small group discussions, while the second day (September 12, 2023) involved group presentations and feedback sessions. Throughout these events, members of the community service team acted as facilitators, sitting alongside participants to assist them in revising documents based on feedback from the informants.

Table 2. The Schedule of The Community Service

No.	Date and Time	Informants	Facilitators	Materials
1.	Monday September 11, 2023 at 08:00-14:00	Drs. H. Moch. Nasir, M. Kes	<ul style="list-style-type: none"> Nahardian Vica Rahmawati Dias Tiara Putri Utomo Diah Eko Martini 	Patient registration process, clinical service support management, primary clinic patient registration process and primary clinic medical record information management
2.	Tuesday September 12, 2023 at 08:00-14:00	Abd. Majakin, M.MRS	<ul style="list-style-type: none"> Fara Nur Diana Faizatul Ummah Muhamad Ganda Saputra 	Group discussion, group presentation, question and answer session, and feedback

Before the materials in the workshop were presented by the informant, the participants were given a pre-test. The pre-test was used to gauge participants' prior knowledge of accreditation

document preparation. Subsequently, at the conclusion of the second day, participants were asked to complete a post-test. The results of the pre-test and post-test can be observed in Figure 3 below.

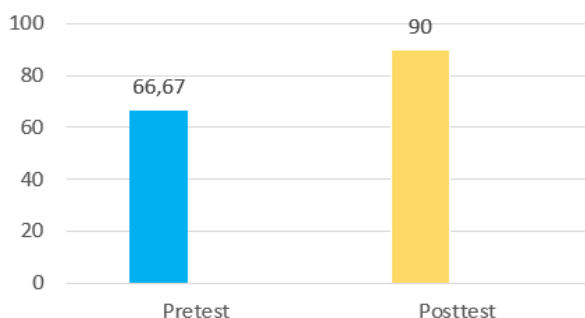


Figure 3. The Results of Pre-test and Post-test

Figure 3 indicates that the mean pre-test score of the 24 employees was 66.67, with the highest score being 76, while the mean post-test score was 90, with the highest score reaching 100. This signifies a notable increase in the participants' knowledge of accreditation document preparation. Enhanced proficiency in preparing accreditation documents will significantly impact employees' work quality and professionalism in hospital management, thereby facilitating the achievement of good corporate governance principles. Article 36 of Republic of Indonesia Law Number 44 of 2009 emphasizes the necessity for hospitals to uphold good hospital governance and clinical governance. Good corporate governance is a concept that can enhance hospital performance and organizational quality (Rusydi et al., 2020b). Furthermore, the implementation of good corporate governance in hospitals is vital for meeting public health needs (Rusydi et al., 2020a), although it poses considerable challenges (Nandini et al., 2023).



Figure 4. Group Discussion with The Facilitators

CONCLUSION AND SUGGESTION

This community service aimed to optimize the accreditation documents to enhance good corporate governance at Sugio Muhammadiyah Clinic. Following three months of community service, participants' knowledge of preparing accreditation documents increased by 35%, as indicated by the post-test results. Improved proficiency in preparing accreditation documents will positively impact the implementation of good corporate governance in the hospital. The success of this community service was significantly influenced by the utilization of workshops and focus group discussions as primary methods to guide and assist participants. For future activities, it is recommended that the clinic collaborates with other third parties such as universities or relevant agencies to better prepare for the accreditation process. Furthermore, this initiative can be adopted by other community service teams, leading to improved accreditation results for many clinics and indirectly enhancing patient services.

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