

THE ANALYSIS OF DECLINE IN OUTPATIENT VISITS IN SURABAYA SURGICAL HOSPITAL FROM THE PERSPECTIVE OF AN INTERNAL BUSINESS PROCESS

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ABSTRACT

Patient visit is one of the hospital performance indicators. Several factors influence a decrease in patient visits to a hospital. This study identified factors that caused the decrease in outpatient visits to Surabaya Surgical Hospital from the perspective of internal business process. This study used a quantitative research method with a cross-sectional design and descriptive approach. This study employed a checklist sheet-based interview distributed to the units of health assurance, marketing, human resources, outpatients, and emergency room, while the questionnaire-based interview was conducted to 79 outpatients and 23 employees at Surabaya Surgical Hospital. The research variables included innovation development, operational process, and customer management processes (marketing). The results showed that only one variable had a less average value, i.e., the customer management processes variable (marketing) with a poor average value (2.49). Particularly, the indicators which had the lowest average score were promotion and communication because the promotions advertised by the hospitals were not distributed fairly to the society.

In conclusion, the decrease in outpatient visits at Surabaya Surgical Hospital was due to the customer management processes (marketing), specifically the promotion and communication..

Keywords: internal business process, outpatients, Surabaya Surgical Hospital.

ABSTRAK

Kunjungan pasien merupakan salah satu indikator kinerja rumah sakit. Kunjungan pasien yang mengalami penurunan dapat disebabkan oleh berbagai faktor. Penelitian ini dilakukan untuk menganalisis penurunan kunjungan pasien rawat jalan di Rumah Sakit Bedah Surabaya menggunakan perspektif proses bisnis internal. Penelitian ini merupakan penelitian kuantitatif dengan menggunakan rancangan crossectional, dan pendekatan deskriptif. Wawancara dengan lembar checklist ke jaminan kesehatan dan pemasaran, personalia, rawat jalan, IGD, dan wawancara dengan pedoman kuesioner dilakukan kepada 79 pasien rawat jalan serta 23 karyawan di Rumah Sakit Bedah Surabaya. Variabel yang diteliti adalah pengembangan inovasi, proses operasional dan proses manajemen pelanggan (pemasaran). Hasil penelitian menunjukkan bahwa terdapat satu variabel yang memiliki nilai rata-rata kurang yaitu variabel proses manajemen pelanggan (pemasaran) memiliki nilai rata-rata kurang baik (2,49). Secara spesifik, indikator yang memiliki rata-rata skor terendah dibandingkan dengan indikator lainnya adalah indikator promosi dan komunikasi karena promosi yang dilakukan oleh Rumah Sakit Bedah Surabaya belum banyak diketahui oleh masyarakat. Kesimpulan penelitian ini adalah penurunan kunjungan pasien rawat jalan di Rumah Sakit Bedah Surabaya dapat disebabkan oleh satu variabel yang memiliki nilai rata-rata kurang yaitu proses manajemen pelanggan (pemasaran) pada indikator promosi dan komunikasi.

Kata kunci: proses bisnis internal, pasien rawat jalan, Rumah Sakit Bedah Surabaya

INTRODUCTION

According to (Tangkilisan, 2005), performance is a benchmark to measure the success of an organization. Good performance can be used as an indicator in the improvement of patient satisfaction..

The hospital is a labor-intensive, capital-intensive and technology-intensive

health care institution. The main focus of the hospital is to provide quality service to each patient who receives the treatment. A good hospital can improve patient satisfaction that mutually can increase outpatient visits annually (Supriyanto, S. & Wulandari, 2010).

The Surabaya Surgical Hospital is required to provide quality healthcare

services with a controlled health care service to improve patient satisfaction. Quality health services can be achieved when the hospital has a good capacity to invest in patient satisfaction. A decline in patient visits at the hospital needs attention since it can cause some disruption to this hospital as a private hospital (profit-oriented).

This hospital provides general health services, especially surgical services. It has been operated since 27 April 2011 after receiving a trial permit for special hospital operation No. 503.445/70472/0033/IP. URS/436.6.3/XI/2010. A surgical hospital is a type-B private hospital which is profit-oriented. Therefore, a surgical hospital is expected to receive profits by improving its management to increase the number of patients.

The results of interviews conducted in November 2017 to one of the hospital management, the trend of declining outpatient visits at the Surabaya Surgical Hospital occurred because of internal factors. This issue became the researchers' consideration to study the decline in outpatient visits at Surabaya Surgical Hospital.

Based on a report of the Surabaya The hospital's data in 2016-2017 reported that the number of new patient visits in 2016 was 5,426 and in 2017 was 4,111. In other words, the decline in new patient visits during the period was 24.24%. Moreover, this data displayed the number of old patient visits in 2016 was 6,197 and in 2017 was 6,133 with the decline by 1.03%.

Besides, outpatient visits to 12 hospital units of 26 units decreased. The decline occurred in oral surgical unit, general unit, pediatric surgical unit, urological surgical unit, medical rehabilitation, nutrition unit, neurosurgery unit, psychology, circumcision, neurologist, skin and genital poly, and SVF unit. While, the decline in patient visits in several outpatient units in 2015-2017 was

28.39%. The decrease in the number of patient visits will create a bad image, especially in the surgical units.

In measuring performance, balanced scorecard is usually used since it can address 4 perspectives; financial perspective, customer perspective, perspective of internal business process, and learning and growth perspectives. The perspective of internal business process focuses on the internal process that greatly impacts on customer satisfaction and retention. Therefore, this study aimed to analyze the decline in outpatient visits at Surabaya Surgical Hospital from the perspective of internal business process.

METHOD

The research was conducted at Surabaya Surgical Hospital from November 2017 – July 2018. This study took a descriptive-observational method because the researchers only conducted observations without giving any intervention to variables. It also employed a cross-sectional design in which data were collected at the same time.

The sample calculation was done to employees and patients or their family. All employees who served in outpatient units and directly worked with patients or their family. The sample size was 12 outpatient nurses, 4 cashiers, 5 pharmaceutical staff, and 2 front officers. This sample size was calculated using the following formula.

$$n = \frac{386}{1 + 386(0,1)^2}$$

$$n = \frac{386}{4,86}$$

$$n = 79,42$$

The population was 386 employees. With a value of confidence interval of 10% ($\alpha = 0.1$), the obtained sample was 79.42 rounded up to 79 employees. The patients or their family should be aged more than 17 years and have been visiting the hospital. Those should be willing to participate in this

study and able to communicate well and answer questions consciously.

The researchers specified a confidence interval value or type 1 error of 10% ($\alpha = 0.1$) because this study was social research which impacts gave no direct effect on the community security.

The primary data were collected using questionnaires and checklist sheets. The questionnaires used a Likert scale with 4 options. The results of the questionnaire were then scored to determine the value of each respondent by calculating the mean of each statement.

The assessment in the checklist sheets was retrieved from the results of interviews with the health personnel, outpatients, emergency unit, and health and marketing insurance unit. The assessment data were then scored in 4 categories.

Three variables measured in this study consist of three include innovation development (organizational ability to innovate and innovative behavior of employees), operational process, and customer management process (marketing). This research has received an ethics approval from the Ethics Commission of the Faculty of Public Health, Universitas Airlangga No.: 329-KEPK.

RESULT

Surabaya Surgical Hospital Overview

The Surabaya Surgical Hospital is a type-B private hospital under Besturi Delta Medika Ltd.. This hospital was established and obtained a health service license in August. This hospital conducted general health services, especially surgical services to the community.

The hospital was firstly operated on 27 April 2011 and obtained a trial permit for the special hospital operation. Its establishment was initiated by most surgeon specialists in Indonesian Surgical

Specialist Association (IKABI) in collaboration with a private partner that engaged in social activities. On 27 April 2011, the Surabaya Mayor, Tri Rismaharini, inaugurated its establishment.

Characteristics of Patients and Their Family

Table 1 illustrates the majority of patients and their family were female (64.56%), aged 33-45 years (30.38%), and worked in the private sector (37.97%).

Table 1. Characteristics of Patients and Their Family in the Outpatient Unit

Characteristic s of respondents	Group	n	%
Gender	Male	28	35.44
	Female	51	64.56
	Total	79	100
Age	18 – 32	23	29.11
	33 – 45	24	30.38
	46 – 58	17	21.52
	59 – 83	15	18.99
	Total	79	100
Employment	Civil Servant	12	15.19
	Self employed	9	11.39
	Private	30	37.97
	Unemploye d	28	35.44
	Total	79	100

Characteristics of Employees

Table 2. Characteristics of Employees

Characteristics of respondents	Group	n	%
Gender	Male	5	21.74
	Female	18	78.26
	Total	23	100
Age	22 – 28	12	52.17
	29 – 35	6	26.09
	36 – 42	3	13.04
	43 – 49	2	8.70
	Total	23	100

Table 2 displays the employees as the respondents were mostly female (78.26%) and were aged 22-28 years (52.17%).

Perspective of Internal Business Process

The internal business process is one of the perspectives in the balanced scorecard to encourage customer satisfaction (Kaplan and Norton, 1996). Customer satisfaction may have an impact on decision on whether patients will revisit the hospital or not. This perspective was used to identify the employees' response to the organization's capacity to innovate, employees' innovation and the customer management process (marketing) for outpatient services. The operational process variable was measured by using checklist sheets.

Table 3. Employees' Perceptions of Organizational Capacity to Innovate.

Statement	Score Average
Organizational Innovation	
Different services from other hospitals	3,04
Marketing Innovations	
Service development in maintaining quality	3,04
Innovation Business Model	
Cooperation with BPJS and private insurance	3,00
Process Innovation	
Have newly opened service 1 year last	2,87
Product innovation	
Plans to develop new services	2,65
Total	2,92

Description:

1.00 – 1.75: Poor

1.76 – 2.50: Moderate

2.51 – 3.25: Good

3.26 – 4.00: Excellent

Employees' Innovation

Employee's innovation was measured from 5 indicators with 5

statements. This study pointed out that the average score of this variable was 2.76, indicating that the hospital good employees' innovation. Only the indicator of response had the lowest average score compared to others, especially how the superiors respond to the subordinates.

Table 4. Employees' Innovation.

Statement	Score Average
Generate Creative Ideas	
Creativity in work	2,83
Advancing and championing ideas to others	
Employee Ideas for Hospitals	2,83
Response from employer	
Superior response to subordinate ideas	2,57
Find out new technologies, processes, techniques and new ideas	
Ability for employees to find information that supports work	2,83
Repair Suggestions	
Employee ability to advise performance improvements	2,74
Good	2,76

Description:

1.00 – 1.75: Poor

1.76 – 2.50: Moderate

2.51 – 3.25: Good

3.26 – 4.00: Excellent

Operational process

The operational process is a design of the product or service that uses the principles of effectiveness and efficiency to provide the excellent quality, price, speed and flexibility (Luis, S. & Biromo, 2008).

The operational process researched involved reliability, responsiveness, assurance, tangibles, and empathy. Reliability provides reliable and accurate service, and responsiveness is related to

sensitive and responsive services. Assurance is the availability of safety assurance for customers, while tangibles mean the hospital has the best view of building, facilities, and the appearance of employees. Empathy is an attempt to provide attention and care to customers. In each operational process, wseveral indicators were used to conduct interviews.

The effectiveness and efficiency of service obtained a score of 34, which was very good. It means that the hospital already accommodated needs and desires of customers and tried to resolve any problems related to customer complaints. From the document reviewed, the hospital tried to handle patient complaints by distributing feedback forms to patients..

Table 5. Operational Process

Actions	Score
Reliability	
The standard duration of service response	2
Follow-up data or customer control Initiative to follow-up, such as home/phone/other visits	2
Responsiveness	
Queue system with a number	2
Decision making in 24 hours	2
Assurance	
Document of hospital's quality standard	2
Periodical evaluation of employee competencies	2
Supervision practices or supervision policy	2
Compensation due to failed service	2
Tangibles	
Presense of cleaning officers	2
Specific budget maintenance of facilities and infrastructure	2

Actions	Score
Regulations on the standard appearance of employees	2
Availability of customer convenience support facilities.	2
A. AC	2
B. TV	
C. Chairs	
D. Wall Hangings	
Empathy	
Excellent service training for employees	2
Customer service	2
Total	34

Description:

17-21: Poor

22-26: Moderate

27-31: Good

32-34: Excellent

Customer management process

To obtain the patients' perception of customer management process, the questionnaires with 4 indicators consisting of 2 statements were distributed to 79 patients and their families. Table 6 concludes that the patient's perception of the customer management process was moderate. The promotion and communication indicators had the lowest average score. The hospital, therefore, should improve the promotional strategies by considering the characteristics of audience, which mostly were at the age of 33-45 years..

Factors Affecting the Decline in Outpatient Visits e

From the perspective of internal business process, the hospital had moderate promotion.

Table 6. Patients' Perceptions of Customer Management Process

Statement	Score Average
Price and Cost	
Administration process	2.92
Service products towards patient expectations	2.56
Product and Client	
Response to needs and expectations	2.44
Product service on surabaya surgical hospital	2.51
Place and convenience	
Access to the hospital	2.51
The comfort of hospital's service	2.54
Promotion and Communication	
Promotional media via smartphones	2.33
Promotion by health personnel	2.10
Not good	2.49

Description:

1.00 – 1.75: Poor

1.76 – 2.50: Moderate

2.51 – 3.25: Good

3.26 – 4.00: Excellent

According to Table 7, the decline in outpatient visits was due to moderate customer management process or marketing.

Table 7. Accumulated Assessment from the Perspective of Internal Business Process

Variable	Category of Assessment	Score
Innovation development	Good	2.92
Organizational ability to innovate and employee's innovation	Good	2.76

34

Operational process Excellent

Customer management process (marketing)	Moderate	249
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DISCUSSION

The perspective of internal business process in this study could identify factors affecting the decline in outpatient visits at the Surabaya Surgical Hospital. According to (Kaplan, R. S. & Norton, D. P., 1996), the internal business process is one of the perspectives that can encourage improved customer satisfaction. Customers who feel satisfied with the service will eventually have high loyalty, which determines the frequency of customers' visits.

This study showed 1 variable, the process of customer management with poor assessment, (2.49). Another variable discussed was the organization's capacity to innovate. (Kotler, 2007) mentioned innovation could be a powerful weapon to win the competition between groups of organizations and attract consumers' attention. To increase the outpatient visits, the hospital planned to be a type-C general hospital.

Employees who always develop their creativity have a good impact on an organization since it is closely related to the speed of service customers' needs and care. Besides, employees' innovation could impact on the performance of employees in providing services to their patients. Regarding with increasing the employee's creativity, the hospital provided medical tools as a support service and rewards for excellent employees.

Moreover, this study pointed out that the operational process performed by the hospital was excellent. (Darosa, 2017) stated that the operational process was directly proportional to patient satisfaction. The results showed that some patients expressed dissatisfaction. Therefore, the

hospital should put concerns on improving this aspect.

However, the hospital did not have a queue number machine for the patients. Since the hospital applied manual queue, the patients could opt other hospitals with better facilities. Meanwhile, the hospital had moderate customer management process. (Wijayanti, S. D., Amir, 2014) explained that there was a relationship between promotion and patient loyalty. Poor promotion made patients not recognize the hospital. Both creative offline and online marketing can be used to widespread the hospital's products to the community.

One of the creative online marketing is digital marketing. It uses various web-based media such as blogs, websites, Adwords, e-mail, and other social networks (Sanjaya, R., & Tarigan, 2009). The hospital should set plans and goals when applying digital marketing. According to (Chaffey, D., & Smith, 2008), somebefore applying digital marketing, an analysis of situation, objectives, strategy, tactics, actions, and control was required.

In addition to online marketing strategies, the hospital can also conduct offline marketing strategies in cooperation with radio providers, local private television channels, and journalists. The hospital also can use patient database to promote their excellent service product or service package, such as a medical check-up package or circumcision package.

CONCLUSION

From the perspective of internal business processes, the hospital had good capacity to innovate, and good employees' innovation, and its operational process was excellent. However, the hospital's customer management process was moderate.

Given these results, the hospital could arrange strategies for appropriate promotional media, such as digital marketing and offline broadcast by

considering its situation, objectives, strategy, tactics, actions, and control.

The hospital also needs to provide other supporting facilities, such as a queue number machine in the administration process.

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