

THE ANALYSIS OF RISK MANAGEMENT IMPLEMENTATION IN LABORATORY DEPARTMENT OF PROF. DR. H. ALOEI SABOE HOSPITAL, GORONTALO CITY

Nurul Ainun Tengkeran¹⁾, Juliko Suleman²⁾, Efendi Tilome³⁾ and Toar W. J. Hatibie⁴⁾
^{1,3,4)} Universitas Bina Mandiri Gorontalo
²⁾ RSUD Prof.Dr.H.Aloei Saboe Kota Gorontalo
E-mail: ayu.tengkeran25@gmail.com

ABSTRACT

Risk management is a program to reduce incidents of accidents that can be prevented to minimize financial losses to hospitals, moreover, risk management is done to prevent risks both small and large that can have an impact on a company.

The current study aims to find out the process of implementing risk management in the laboratory department of Prof. Dr. H. Aloei Saboe Hospital, Gorontalo City. This research used qualitative research methods involving a grounded theory approach. Grounded theory is a qualitative research method that uses several systematic procedures to find theories. The types of data used were primary data and secondary data were obtained from interviews and documentation.

The results show that (1) Standard Operating Procedures (SPO) in laboratory installations are already existed and are effectively running, (2) The implementation of risk management has been regulated based on the regulation of Decree No. 12 of 2020 on Hospital Accreditation, (3) The skills of officers are in the forms of identifying risks in the laboratory. Furthermore, the implementation of risk management in laboratory installations has received a lot of support from hospital stakeholders.

Keywords: Risk, Risk Management, Laboratory Department

INTRODUCTION

The World Health Organization states that "The hospital is an integral part of social and medical organizations, which has the function of providing complete (comprehensive) health services to the community, both curative and preventive, where outpatient services reach families and their home environment, hospitals, and hospitals. it is also a center for the training of health workers and for bio-psycho-socioeconomic-cultural research [16].

The World Health Organization estimates that 1 in 10 hospital patients in high-income countries is harmed while receiving hospital services. Losses can be caused by various incidents or Unexpected Events (KTD). To avoid this, in Article 43 of the Republic of Indonesia Law Number 44 of 2009 concerning Hospitals, the Government requires hospitals to implement patient safety standards. This is realized by implementing risk management [5].

The Joint Commission On Accreditation of Healthcare Organization (JCAHO) defines risk management as the proactive identification, assessment, and prioritization of risks with the aim of eliminating or minimizing their impact. The purpose of implementing risk management by hospital accreditation institutions such as the Hospital Accreditation Committee (KARS), as well as the Joint Commission International (JCI) is stated in the accreditation standards they publish, namely the Quality Improvement and Patient Safety (PMKP) and Quality Improvement standards. Patient Safety (QPS) which states that risk management programs are used to identify in order to reduce adverse events and other risks that threaten the safety of patients and staff. As for the 1945 Constitution Article 28 H paragraph (1) "Every person has the right to live in physical and spiritual prosperity, resides, and has a good and healthy living environment and has the right to obtain health services" and Article 34 paragraph (3) "The state is responsible for the provision of proper health care facilities and public service facilities" [5].

The laboratory has the obligation to participate in laboratory accreditation organized by the Health Laboratory Accreditation Committee (KALK) every 5 (five) years. Based on this standard, laboratory officers in carrying out examination of patient samples must consider the risk factors that occur which are called risk management [12].

Regional General Hospital Prof. Dr. H. Aloei Saboe is one of the public hospitals owned by the Gorontalo City Government. Dr. H. Aloei Saboe is the

largest hospital in Gorontalo Province and a referral center for health services in Gorontalo Province. Regional General Hospital Prof. Dr. H. Aloei Saboe has adequate facilities ranging from nurses, midwives, doctors, and professional employees, complete physical facilities that are satisfactory for patients as well as inpatient and outpatient services. In its operational activities, Prof. Regional General Hospital. Dr. H. Aloei Saboe provides medical services to patients for 24 hours. The availability of facilities provided are inpatient services, outpatient services, emergency services, central surgical services, supporting services, one of which is laboratory services. Prof. Dr. H. Aloei Saboe has carried out according to the standards that have been applied.

Based on the results of a preliminary study conducted by the researcher, it was found that in the service at the laboratory installation there are many dangers and risks that can occur if one of them is, giving the wrong sample results and typing the label incorrectly, and it is also possible for an incident or unwanted event to occur. KTD), which could endanger the officers. In this case, for example, accidents at work or natural disasters that could result in the safety of officers. From the description above the researcher.

RESEARCH METHODS

The research approach used by the researcher is a qualitative approach. Which means that qualitative research is used as a researcher to conduct qualitative research which emphasizes more on the process than on the product or outcome [18].

The type of research used is grounded theory. Grounded theory is a qualitative

research method that uses a number of systematic procedures to find theory [8].

The time of the research conducted by the researcher starts from the preliminary study to a series of studies carried out, namely, in December 2020-July 2021.

The location of the research carried out by the researcher is at Prof. Hospital. Dr. H. Aloei Saboe Gorontalo City. With the reason that RSUD Prof. Dr. H. Aloei Saboe is the largest hospital in Gorontalo Province and is also a referral center.

Primary data were obtained directly from informants, namely the results of open interviews with informants related to the Implementation of Risk Management in Laboratory Installations at the Hospital Laboratory Installation. Dr. H. Aloei Saboe. Prof. Dr. H. Aloei Saboe Gorontalo City. The technique used in sampling used by researchers is purposive sampling. Purposive sampling is a sampling technique of data sources with certain considerations [18].

Interviews and observations can be done simultaneously. Interviews can be used to dig deeper from the data obtained from observations. In-depth interview, an activity carried out to obtain information directly by asking questions to informants to obtain in-depth information [8].

The technique of collecting data through documentation studies is defined as an effort to obtain data and information in the form of written notes/images that are stored related to the problem under study. The importance of documentation studies, among others, helps understand phenomena, interpretations, develop theories, and validate data. Thus, the documentation study is not only collecting data, then copying certain parts that are considered important, and then appearing in the report, but also the researchers' efforts to understand the problem being studied comprehensively for the birth of a new theory or approach [8].

In this study, the documentation method was used to find data on the implementation of risk management in the aloei saboe hospital laboratory installation. Documentation is carried out to complement the previous data obtained from field observations. The documents here are photos, institutional documents and interview transcripts.

Data reduction (data reduction)

The data obtained from the field is quite a lot, for that it needs to be recorded carefully and in detail. As has been stated, the longer the researcher is in the field, the more the amount of data, complex and complicated. Thus the reduced data will provide a clear picture, and make it easier for researchers to collect further data. Presentation of data (data display) [18].

The most frequently used to present data in qualitative research is narrative text. The presentation of the data is presented in the form of a brief description of the relationship chart between categories of flowcharts and the like [10].

Conclusion (verification)

Conclusions in qualitative research are new findings that have never existed before. Findings can be in the form of a description or description of an object that was previously dim or dark so that after research it becomes clear, it can be a causal or interactive relationship, hypothesis or theory [18].

It is said that determining the level of accuracy and credibility of the findings through several strategies, including member checking, triangulation, and auditing [8]. Triangulation, which means using various approaches in conducting research. In qualitative research, researchers can use data sources, theories, methods, so that data and information can be interpreted consistently. Here the researcher uses source triangulation, where the researcher tests the credibility

of the data by checking the data obtained through several sources, namely the Chair of the Hospital K3 Committee and the Head of the Laboratory Installation. Auditing can be done by consulting the research findings with external parties to assess the credibility of the data collection methods, findings and interpretations made [8].

RESEARCH RESULT

Risk Identification

Based on the results of research conducted by researchers, where previously the researchers assumed that in the implementation of risk management in laboratory installations all officers did it themselves, but after doing research the researchers found that the implementation of risk management in laboratory installations was assisted by the Hospital K3 Committee, as in the implementation risk analysis and evaluation, and presenting the results of interviews with research informants, interviews showed that officers were able to identify potential risks in the laboratory, for example a potential work accident occurred, officers already understood what action they had to take, for example splashing acid the officer immediately flushed or rinsed the eyes/skin exposed to the exposure and it was all set in the procedure for using eyewash in hospitals, especially in laboratory installations, concerning Guidelines for Accreditation of Health Laboratories, namely, each laboratory must have standard procedures made by laboratory personnel (reagents, antigen-antiserum, media and other laboratory materials) for examination purposes starting from procurement requests. sample storage of these laboratory materials [12].

From these results it can also be concluded that the risk identification carried out by laboratory personnel refers to the applicable SOP. Which means that

all work in the laboratory that has potential risks, the officers have been able to identify the risks, entitled Analysis of Risk Management in the Drug Warehouse of the Pematangsiantar Army Hospital, that the target of risk identification is to develop a comprehensive list of risk sources and events that have an impact on achieving the identified targets. . The main document produced in this process is the risk register [2].

Risk Analysis

Risk analysis is a systematic activity using available information to determine how big the consequences (severity) and (likelihood) of an event that arise. The results of the risk analysis can provide input for making decisions whether the risk needs to be eliminated or using the right risk control strategy to save costs [15].

Based on the research results obtained from interviews with 01, 02, 03, and 04 stated that the risk analysis was carried out in the laboratory, namely if the risk that occurred was in the category or urgent nature, the officer would report directly to K3 RS. It can be concluded from the results of the study that the risk analysis carried out in the laboratory has been carried out by determining the level or rating of the risk score, for example, already at a high level, laboratory personnel are assisted by the K3 Hospital in carrying out the next stage of risk analysis. Occupational Health and Safety Risk Analysis Using the Modified House of Risk (HOR) Model In the Emergency Installation (IGD) Haji Surabaya General Hospital, a risk analysis was carried out to measure the impact of losses caused by the occurrence of a risk event. The greater the severity value of a risk event, the greater the impact of losses incurred [3].

Risk Evaluation

Based on the results of the study obtained from interviews with informants 01, 02, and 03, it was found that risk evaluation was carried out by evaluators at the end of the year, and saw incident reports through filling in from the Hospital OHS Committee. Then informant 05 stated that the evaluation is carried out every year and for one period of risk management implementation and if there is an incident, our K3 party will evaluate the cause and effect of why the incident could occur. Risk Management Analysis at Pematangsiantar Army Hospital Drug Warehouse, that the risk evaluation process determines which risks require treatment and how to prioritize those risks. The results of the risk evaluation will be seen in the next process, namely risk treatment by the Hospital K3 [5].

Implementation of Integrated Risk Management within the Ministry of Health that risk evaluation is carried out for decision making regarding whether or not further risk management is necessary and the priority of handling it [12].

Based on the results of the study, it can be concluded that the risk evaluation carried out by the officers and committee of the hospital's K3 has indeed been carried out with the procedures of the risk management system in the hospital. Where if an incident has occurred in the laboratory, a risk evaluation will be carried out by the K3 Hospital to determine how the next treatment will be. For example, more training for officers related to the implementation of risk management or conducting more frequent supervision [16].

Risk Control

Implementation of Integrity Risk Management in the Ministry of

Environment and Health that, risk control uses the selection of one or more choices to modify the risk [10]. Based on the results of the study obtained from the results of interviews with informant 01, namely, if during the examination they always anticipate it and if the same incident still occurs, the officer has a special tool to see the vein that is in accordance with the type of sample taken. Meanwhile, informant 02 said that risk control is always carried out if the officer performs a TBA test, in doing the TBA test the officer does it in various ways, some are tested for phlegm, urine, feces, always wear PPE according to the standard. K3 Risk Management Analysis In Multi-storey Building Upper Structure Work, namely controlling the risk of carrying out K3 patrols (use of PPE) on each job routinely to supervise workers and inform workers of the importance of using PPE when doing work [16].

Based on the results of the interview, it was concluded that laboratory personnel were able to reduce the degree of probabilities and consequences that existed by using various alternatives, so that risk management in the laboratory could be said to be successful. Risk control is carried out to prevent or reduce the probability of an unwanted risk or event occurring. From the results of the study that risk control is a form of assessment to assess the handling of risks that occur in an organization/management.

Monitoring and Review

Review is a periodic review or assessment of the current condition and with a certain focus.

Based on the research results obtained from interviews with informants 01 and 02 monitoring and review conducted by laboratory officers by holding a meeting every month to discuss incidents that occurred, from the results of the interview the head of the laboratory reported to the Hospital OHS Committee. Meanwhile,

informant 05 stated that the Hospital K3 Committee provides a reporting form, that is, if an incident occurs in the laboratory, the officers fill out the form first, then the K3 party will intervene [10].

Concerning Guidelines for Accreditation of Health Laboratories with all activities related to corrective actions in the event of an error in receiving/taking specimens, handling specimens, verifying examination results and internal auditing must be carried out in accordance with procedures and instructions work [12].

The conclusion from the research results is that the monitoring carried out has been running in accordance with the risk management implementation process. Occupational Health and Safety (K3) Risk Management in the Undayana University Laboratory Building Project, that inspections that are inspective can be carried out daily, weekly, monthly, which must be carried out regularly and continuously to maintain results. achieved [6].

Communication and Consulting

Communication and consultation are important considerations at every step of the risk management process. Communication and consultation involves a two-way dialogue between stakeholders with a focus on consultation rather than the flow of one information from decision makers to other stakeholders [14].

Based on the research results obtained from interviews with informant 01, it was found that communication and consultation were always well established, both with fellow officers in the laboratory and with the Hospital OHS Committee. While the statement from informant 02 obtained that every report submitted to the K3 related to problems or incidents there is always feedback. Communication and consultation are important in risk management principles, where risk management must be carried out by all parts of the organization and takes into

account the interests of all stakeholders [7].

DISCUSSION

Risk Identification

From the results of the study it can be concluded that effective communication can be well established if there is good feedback from various internal and external parties. This is in line with the findings that communication and consultation with internal and external stakeholders must be carried out as extensively as possible according to needs and at every stage of the risk management process [17]

Therefore, from the outset, a plan for communication and consultation with stakeholders must be prepared. This has been equipped with what is called K3 Hospital training so if there is an accident in the laboratory, this immediately informs the related unit, namely K3 Hospital, later K3 Hospital will take action. However, if the situation is urgent, people here must be ready when there is a work accident, what can you do, for example, chemical spills, like here, there is a TCM inspection, when I take action in processing samples, the risk of spillage is high, there are people there. provide a spilkit, now in the spilkit there is liquid, there is detergent, liquid chlorine, so there is a procedure. Then people also provide eyewash, so you can go directly to eyewash"

Risk Analysis

The results/performance of the risk management system are reported to the organization's management, so that they can be used in review and as a basis for decision making. Responsibilities and authorities, powers and relationships between members that can show and differentiate work functions in risk management [9].

".....Our risk analysis always reports to the laboratory coordinator on work

accidents that occur, so it will be seen again how the risk occurs. When it comes to using the risk matrix, I think people haven't done it because so far, every work accident incident occurs, our officers always report it to the hospital, namely the K3 Hospital" (Informant 02, 09/07/21)

".....So for risk analysis, which people always do in the laboratory, they look at all the reports in the past years, how the changes have occurred, whether they are increasing or not" (Informant 03, 12/07/21)

Risk Evaluation

Comparing the existing risk level with standard criteria. After that, the level of risk that exists for several hazards is made a priority level of management. If the risk level is set as low, then the risk falls into the acceptable category and may require monitoring without having to control [17].

"..... For risk evaluation, we usually look at the initial results that we do the examination and then we compare it with the second examination, if the first and second examinations are not appropriate, then we will do it. evaluation" (Informant 01, 29/06/21)

".....So when it comes to risk evaluation we always do risk selection, based on the results of the analysis in the previous stage." (Informant 02, 09/07/21)

".....risk evaluation is usually carried out based on the outputs and inputs of various risk management implementation processes" (Informant 03, 07/07/21)

Based on the statements of informants 01 and 02 stated that all risk evaluations carried out in the laboratory unit were based on the results of previous examinations carried out, they carried out the evaluation.

Risk control

Decreasing the degree of probabilities and consequences that exist by using various alternative methods, can be by

risk transfer, and others. A number of steps need to be taken so that the implementation of a risk management system can run effectively in an organization. The steps to be taken depend on the philosophy, culture and structure of the organization [9].

".....For example, taking the wrong sample often happens, so we always anticipate where the results or the sampling error occurs, if there is an error in sampling maybe the vein or what was taken is not appropriate or we can't see it." immediately use a tool to see such rich light, so that we can actually see what we are taking" (Informant 01, 29/06/21)

".....Well, controlling this risk is usually the task of each coordinator in the laboratory, so for example, if there is a report or input from the officer to the coordinator, then the coordinator will directly convey to the head of the laboratory installation all risks" (Informant 02, 09/07/21)

".... people usually do this risk control, for example, we see how risk analysis and risk evaluation are carried out, only the head of the laboratory usually does it with each laboratory coordinator" (Informant 03, 12/07/21)

Monitoring and Review

Monitoring and reviewing the results of the risk management system carried out as well as identifying changes that need to be made [1].

Organizational management commitment must be able to ensure that the risk management system has been implemented, and is in accordance with the standards. The results/performance of the risk management system are reported to the organization's management, so that they can be used in review and as a basis for decision making. Responsibilities and authorities, power and relationships between members that can show and differentiate work functions in risk management [1].

Risk management is an integral part of process management. Risk management is part of the process of activities within the organization and its implementation consists of multidisciplinary knowledge and backgrounds, risk management is a continuous process [9].

".....The K3 often go to this laboratory to do monitoring, but the problem is that if we meet with easy risks, it means that for technical errors, we usually handle it because we do it every month, one month. 2x we have a meeting With friends about mistakes or results that are taking too long, we will discuss where the errors are" (Informant 01, 29/06/21)

"...that's usually where we do a direct interview with the head of the laboratory first, then the head of the laboratory conveys anything that becomes an assessment of the risks that occur to the K3 Hospital" (Informant 02, 09/07/21)

Communication and Consulting

The review of the risk management system at a specific stage, must be able to ensure the suitability of the risk management activities being carried out with the standards used and with the following stages [9].

Risk management is an integral part of process management. Risk management is part of the process of activities within the organization and its implementation consists of multidisciplinary knowledge and backgrounds, risk management is a continuous process [3].

Communication and consultation with internal and external decision makers to follow up on the results of risk management carried out [1].

".....If we are in this laboratory, communication with the officers here with the K3 Hospital, as well as with other health workers such as nurses in the room, the communication is always active, so if there is a request for an examination in the laboratory, we immediately follow up . If

there is a risk or things that are directly related, namely K3" (Informant 01, 29/06/21)

"...there is always feedback, for example yesterday, people had a meeting about the procurement of eye wash, now eye wash is very important in hospitals, especially in laboratories or in rooms that carry out actions related to fluids there, thank God the feedback If something like that happens, you have to use this, the follow-up must be like this" (Informant 02, 09/07/21)

"...Alhamdulillah, so far the consultations from our side with management have always been good and have been responded to, for example, if someone wants to create a new tool, management will immediately respond as well as incident reporting" (Informant 03, 12/07/21)

".....for example, in examining the case that your laboratory is exposed to chemical liquids or if you are stabbed with a needle, then the control that you do is to use complete and standard PPE" (Informant 04, 12/07/21)

From the statements of informants 01, 02, 03 and 04 it can be seen that the risk management carried out in the laboratory is with the assistance of the laboratory coordinator.

CONCLUSION

Based on the results of research that has been carried out regarding the Analysis of the Implementation of Risk Management in the Laboratory Installation of Prof. Dr. H. Aloei Saboe Gorontalo City can be concluded as follows:

1. The implementation of risk management has been able to describe the conditions in which the laboratory installation has been supported by regulations and has also received support from hospital management in carrying out risk management.

2. Implementation of risk management in the Laboratory Installation of RSUD Prof. Dr. H. Aloei Saboe Gorontalo City has been running effectively. And it is known that risk management in laboratory installations is not only carried out by officers in the laboratory unit, but is integrated with the Hospital OHS Committee.

DAFTAR PUSTAKA

- [1] Amal, N, A. 17 Maret 2016. Manajemen Risiko Keselamatan Rumah Sakit. Patient Safety (Online),
- [2] Andika, R. 2019. Analisis Pelaksanaan Praktikum di Laboratorium Fisika Man 2 Pidie. Unpublished Dissertation. Fakultas Tarbiyah Keguruan (FTK). Universitas Islam Negeri Ar-Raniry Banda Aceh Darussalam.
- [3] Anisa, G, W. 2012. Analisis Faktor Yang Mempengaruhi Pengungkapan Manajemen Risiko. Unpublished Dissertation. Fakultas Ekonomi dan Bisnis. Universitas Diponegoro. Semarang.
- [4] Damanik, Y. N. 2015. Analisis Manajemen Risiko (Studi Kasus pada Gudang Obat Rumah Sakit Tentara Pematangsinar). Fakultas Ilmu Sosial dan Politik Universitas Sumatra Utara. Medan
- [5] Dharma, B, A. 2017. Manajemen Risiko Keselamatan dan Kesehatan Kerja Pada Pembangunan Gedung Laboratorium. Fakultas Teknik. Universitas Udayana. Denpasar
- [6] Djatnika, M, K., Septo P, A. Jati, P, S. 2019. Analisis Pelaksanaan Manajemen Risiko di Instalasi Farmasi Rumah Sakit Umum Daerah Tugurejo Semarang Tahun 2018. *Jurnal Kesehatan Masyarakat* (Online). Vol 7 (1), 84-92. Semarang
- [7] Handayani, U. N., Diana, P. S., Dhindi, O. I., Zihramna, A. 2017. Evaluasi Kesiapan Implementasi ISO 31000:2009 pada Departemen Teknik Industri Universitas Diponegoro. *Jurnal Teknik Industri*. Vol 12 (1), 23-34. Semarang.
- [8] Indrawan, R., & Poppy. 2017. Metodologi Penelitian: Kuantitatif, Kualitatif & Campuran. Refika Aditama. Bandung
- [9] Ismail, P, I. Patient Safety. 2016. Manajemen Risiko Dalam Pelayanan Kesehatan di Instalasi Farmasi Rsud Tebing Tinggi. Universitas Padjajaran. Bandung
- [10] Keputusan Menteri Kesehatan Republik Indonesia Nomor 298 Tahun 2008 tentang Pedoman Akreditasi Laboratorium Kesehatan. Jakarta
- [11] Menteri Kesehatan Republik Indonesia Nomor 25 Tahun 2019 tentang Penerapan Manajemen Risiko Terintegritas di Lingkungan Menteri Kesehatan. Jakarta
- [12] Menteri Kesehatan. 298/Menkes/SK/II/2008 tentang Pedoman Akreditasi Laboratorium Kesehatan
- [13] Menteri Kesehatan. 2010. Peraturan Menteri Kesehatan Nomor 411 Tahun 2010 tentang Laboratorium Klinik. Database Peraturan. Jakarta
- [14] Menteri Kesehatan. 2020. Peraturan Menteri Kesehatan Nomor 12 Tahun 2020 tentang Akreditasi Rumah Sakit. Jakarta
- [15] Robin, I. 2018. Analisis Manajemen Risiko Berbasis ISO 31000 Pada Aspek Operasional Perusahaan. Fakultas Ekonomi Universitas Sanata Dharma. Yogyakarta.
- [16] Sayih, R, F. 2012. Identifikasi dan Analisis Risiko Keselamatan Kerja Pada Proses Pemasangan dan Instalasi *Battery* Oleh PT.X di Gedung Telkomsel Bumi Serpong Damai. Fakultas Kesehatan

Masyarakat Universitas Indonesia.
Depok.

- [17] Setyawan. F. E. B., & Supriyanto, S.
2020. Manajemen Rumah Sakit.
Edisi Jawa. Zivata
- [18] Sugiyono. 2020. Metode Penelitian
Kualitatif. Bandung. Alfabeta, Cv