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## **ANALYSIS OF HOSPITAL STRATEGY IN AN EFFORT TO IMPROVE FAMILY SATISFACTION OF INPATIENTS AT PROF.DR. HI ALOEI SABOE HOSPITAL**

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### **ABSTRACT**

This study aims to determine the satisfaction of patient families in hospital services and analyze hospital strategies in improving the satisfaction of inpatient families at Prof. Dr. H. Aloi Saboe Regional Hospital. This research method uses a mix method approach, Data collection techniques are distributing questionnaires to patient families and conducting interviews with hospital managers or planners, and conducting interviews with patient families. The results of this study indicate that satisfaction with hospital services seen from five dimensions of service quality on average falls into the category of satisfied or good, The two dimensions with the highest assessment are Responsiveness of Service to Patient Families with a percentage of 87.91 in the satisfied category, Service Assurance to Patient Families with a percentage of 87.75 in the satisfied category.

**Keywords:** Patient family satisfaction level, hospital strategy

### **INTRODUCTION**

A hospital is a health care institution that provides medical care and health services to patients in need. Hospitals are generally equipped with facilities and trained medical personnel to handle a variety of health conditions, from routine check-ups to intensive care.

According to the Minister of Health Regulation No. 30 of 2019 concerning the classification and licensing of hospitals. A hospital is a health service institution that provides comprehensive services that provide inpatient, outpatient, and emergency services, thus the hospital becomes a place that provides and delivers health services covering various health

problems that aim to provide health recovery services in accordance with hospital service standards (Reichen, 2019).

Hospital is a service facility that provides health services. According to WHO (World Health Organization) Hospital is an integral part of a health organization with the function of providing complete services, healing and prevention of diseases to the community, and is a training center for health workers and a medical research center. Thus the task of the hospital is to carry out an effort to provide health services efficiently and effectively by prioritizing healing and recovery which is carried out in an

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integrated manner with improvement and prevention and implementation of referral efforts. Another function of the Hospital is also as a training center for health workers and a medical research center (Pangerapanetal, 2018).

The primary function of a hospital is to provide medical services, diagnosis, treatment, and rehabilitation to patients who are sick or injured. Hospitals can also perform medical procedures such as surgery, intensive care, and treatment of chronic diseases. In addition, hospitals also have a role in the education and training of health workers, medical research, and disease prevention and health promotion in the community. Hospitals are usually managed by professionals such as doctors, nurses, pharmacists, and other medical personnel who work together to provide the best health services to patients.

Satisfaction is a very valuable asset because if patients are satisfied they will continue to use the service, but if they are dissatisfied they will tell others twice as much about their bad experience, dissatisfied consumers secretly switch to competitors' services, even telling others about the bad service they received. Hospital accreditation standards for the quality of hospital services after an assessment that the hospital has met the accreditation standards approved by the government in December 2021, the Ministry of Health noted that 3,120 hospitals had been registered, as many as 2,482 or 78.8% of hospitals had been accredited and 638 hospitals or 21.2% before being accredited (Ministry of Health, 2019).

Patient satisfaction is one indicator of the quality of health services. Most people

in both urban and rural areas are less satisfied with government hospital services. Patient satisfaction is also a level of feeling from patients that arises as a result of the performance of health services obtained after comparing it with what is expected (Kotler, 2015).

This service satisfaction is influenced by age, gender and educational background. Older individuals tend to show higher levels of satisfaction compared to younger patients, because older people will be wiser in responding to problems (Pohan, 2006).

Patient satisfaction is a capital to get more patients and to get loyal patients. Loyal patients will reuse the same health services if they need health facilities again. It has even been known that loyal patients will invite others to use the same health service facilities (Nursalam, 2015).

Emergency Room (IGD) is a part that serves patients with emergency conditions, actions must be effective and efficient according to the quality of service. Patient and family satisfaction needs to be measured to improve the quality of service in the Emergency Room. The quality of service provided by the hospital depends on the service provided by the hospital. Patient satisfaction standards in health services are set nationally by the Ministry of Health, and if health services are found with a level of patient family satisfaction below 95%, then the health services provided are considered not to meet the standards (Ministry of Health, 2016).

Patient satisfaction is the patient's perception that their expectations have been met, optimal results are obtained for each patient and health services by taking into account the abilities of the patient and their

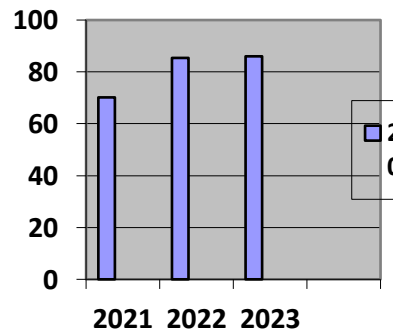
family, patient satisfaction also affects the performance of health services, and is one of the goals of improving the quality of health services.

The quality of service in Indonesia is also still considered less than satisfactory, due to several reasons such as nurses who pay less attention to patients, nurses who provide less caring to patients, nurses who are less responsive in handling patient complaints, nurses who are less in providing motivation to patients and nurses who pay less attention to therapeutic attitudes towards patients (Setianingsih, 2016).

In the preparation of the strategic plan of the regional public service agency (BLUD) of Prof. Dr. Hi Aloei Saboe Hospital, it is based on the regulation of the Minister of Home Affairs 79 of 2018, article 36 as an administrative requirement for the technical implementation unit of the service/agency implementing BLUD. The strategic plan as referred to is a 5-year plan stipulated by the regional head regulation prepared to explain the BLUD management strategy by considering resource allocation and performance using business analysis. The BLUD strategic plan creates a service development plan, strategy and policy direction, program and activity plan and financial plan (Renstra RSUD Aloei Saboe).

Based on the results of a patient family satisfaction survey conducted at Prof. Dr. H. Aloei Saboe Hospital in 2021, patient family satisfaction was at an average of 88% which means very good, and in 2022 patient satisfaction was at an average of 85% which means good, and finally in 2023 patient satisfaction was at an average of 86% which means good. From

the survey above, it can be seen from the data from observations and interviews conducted by researchers at Prof. Dr. Hi Aloei Saboe Hospital.



Source: Patient satisfaction survey of Prof. Dr. Hi. Aloei Saboe Regional Hospital, Gorontalo City

The results of initial observations by researchers at Prof. Dr. Hi. Aloei Saboe Regional Hospital were quite good.

## RESEARCH METHODS

This research method uses a mix method approach, Data collection techniques are distributing questionnaires to patient families and conducting interviews with hospital managers or planners, and conducting interviews with patient families. This study uses a descriptive research type.

## RESULTS AND DISCUSSION

This study aims to describe the level of patient family satisfaction with the services of Prof. Dr. Hi Aloei Saboe Regional Hospital, Gorontalo City. To find the purpose of the study, this study was conducted using a mix method or mixed quantitative and qualitative research. The first research objective was carried out quantitatively, while the second research objective was carried out qualitatively.

The results of the study are described below. 2. Waste Management at Toto Kabila Regional Hospital:

### 1. Level of Patient Family Satisfaction with Services at Prof. Dr. Aloei Saboe Regional Hospital

To explain the level of patient family satisfaction with the services of Prof. Dr. Hi Aloei Saboe Regional Hospital, this study used a survey method involving 30 randomly selected patient families with the following description of respondent characteristics.

Based on research at Prof. Dr. Hi. Aloei Saboe Regional Hospital, the following things were revealed about respondents, their gender and age.

#### Results Table

##### Respondent Characteristics Based on Gender

No	Gender	Frequency	Percentage (%)
1	Man	8	26.7%
2	Woman	22	73.3%
<b>Total</b>		<b>30</b>	<b>100</b>

Source: Research Result Data, 2024

The data in table 4.1 shows that the majority of respondents were women, reaching 73% and 26% were men .

#### Results Table

##### Respondent Characteristics Based on Age

No	Age (Year)	Frequency	Percentage (%)
1	17 – 25	8	26.7%
2	26 – 35	22	73.3%
<b>30</b>		<b>100</b>	

Source: Research Result Data, 2024

Based on the age in table 4.2 above, the largest number of respondents were

respondents aged 21-30 years, as many as 22 people or (73%).

Service Quality Categories can be divided into 4 categories as follows:

#### Results Table

##### Intervention and Patient Satisfaction Categories

No.	Percentage Interval	Category
1	0 – 25	Not satisfied
2	26 – 50	Less satisfied
3	51 – 75	Quite Satisfied
4	76 – 100	Satisfied

Source: Research Result Data, 2024

#### a. Reliability of Service to Patient Families

The reliability of services to patient families can be seen from the indicators

- 1) Speed in serving patient families and
- 2) The nurse immediately contacted the patient's family if there was a problem regarding the patient. The results of the study are described as follows:

#### Results Table

##### Reliability of services towards patient family satisfaction

No	Reliability of Service	Answer options	Perc enta ge (%)	C at e g or y
1	Speed in serving patient families	1 1 0 0 3 7	85.8 3	S at is fi e d
2	The nurse immediately contacts the patient's	1 2 0 0 0 0	83.3 3	S at is fi

family if there is a problem regarding the patient.		e	d
Average Level of Reliability of Aloe Saboe Hospital Services	84.5	8	Satisfied

Information:

- Percentage:  $(\text{Answer Choices} \times \text{Weight}) \times 100 / \text{Ideal Score}$
- Ideal Score:  $\text{Number of Respondents} \times \text{Highest Weight} (30 \times 4 = 120)$

Example:

$$\begin{aligned} \text{Persentase} &= (13 \times 4) + (17 \times 3) \frac{100}{120} \\ &= 85,83 \end{aligned}$$

From the results of the study above, it shows that the level of patient family satisfaction with the reliability of services at Prof. Dr. Aloei Saboe Regional Hospital is satisfied with an average of 84.58. The highest score is the speed in serving patients, which is 85.83, while the nurse immediately contacts the patient's family if there is a problem regarding the patient, which is 83.33%.

### b. Responsiveness of Service to Patient Families at Prof. Dr. Aloe Saboe Regional Hospital

Responsiveness of services to patient families can be seen from the indicators

- 1) Nurses quickly address patient complaints and
  - 2) Nurses are friendly to patients' families.
- The results of the research are described as follows:

### Results Table Service Receptivity Towards Patient Family Satisfaction

No.	Responsiveness of service	Answer options				Percentage (%)	Category
		S	S	T	S		
1.	Nurses quickly address patient complaints	12	18	0	0	85	Satisfied
2.	Nurses are friendly to patients' families.	19	11	0	0	90.83	Satisfied
<b>Average Level of Service Reliability of Aloe Saboe Hospital</b>						<b>87.91</b>	<b>Satisfied</b>

Information:

- Percentage:  $(\text{Answer Choices} \times \text{Weight}) \times 100 / \text{Ideal Score}$
- Ideal Score:  $\text{Number of Respondents} \times \text{Highest Weight} (30 \times 4 = 120)$

Example:

$$\begin{aligned} \text{Persentase} &= (12 \times 4) + (18 \times 3) \frac{100}{120} \\ &= 85,83 \end{aligned}$$

From the results of the study above, it shows that the level of patient family satisfaction with the responsiveness of services at Prof. Dr. Aloei Saboe Regional Hospital is satisfied with an average of 87.91. The highest score is that nurses are friendly to patient families, namely 90.83, while nurses quickly resolve patient complaints by 85%.

**c. Assurance of Service to Patient Families at RSUD. Prof. Dr. Aloei Saboe**

Guarantee of services to patient families can be seen from the indicators

1) The nurses of the regional general hospital, Prof. Dr. H. Aloei Saboe, master the knowledge and skills needed for patient problems.

2) Prof. Dr. H. Aloei Saboe Regional Hospital uses BPJS insurance

The results of the research are described as follows:

**Results Table  
Service Guarantee for Patient Family Satisfaction**

No.	Guarantee	Answer options				Percentage (%)	Category
		S	T	S	T		
1	Nurses at Prof. Dr. Aloei Saboe Regional Hospital have the knowledge and skills needed to deal with patient problems.	9	21	0	0	84.67	Satisfied
2	Prof. Dr. H. Hospital, Aloei Saboe uses BPJS insurance	11	19	0	0	90.83	Satisfied
<b>Average Level of Service Guarantee at Aloe Saboe Hospital</b>						87.75	Satisfied

Information:

- Percentage: (Answer Choices x Weight) x 100/Ideal Score

- Ideal Score: Number of Respondents x Highest Weight (30 x 4 = 120)

Example:

$$Percentage = (11 \times 4) + (19 \times 3) \frac{100}{120} = 90,83$$

From the results of the study above, it shows that the level of patient family satisfaction with the guarantee at Prof. Dr. Aloei Saboe Regional Hospital is satisfied with an average of 87.75. The highest score is Prof. Dr. H. Aloei Saboe Regional Hospital using BPJS guarantees, which is 90.83, while Nurses at Prof. Dr. Aloei Saboe Regional Hospital master the knowledge and skills needed to deal with patient problems 84.67%.

**d. Direct Evidence ( Tangible ) Services to Patient Families at RSUD. Prof. Dr. Aloe Saboe**

Direct evidence of service to patient families can be seen from the indicators

1) Have complete medical equipment.

2) The rooms at Prof. Dr. H. Aloei Saboe Regional Hospital are clean and comfortable

The results of the research are described as follows:

**Results Table  
Evidence of Service to Patient Family Satisfaction**

No.	Direct evidence	Answer options				Percentage (%)	Category
		S	T	S	T		
		3	3				

	(	(	(1			
	4	2	)			
	)	)	)			
1	Have complete medical equipment	20	820	0	83.33	Satisfied
2	The rooms at Prof. Dr. H. Aloe Saboe Regional Hospital are clean and comfortable	13	17	0	77.5	Satisfied
<b>Average Level of Direct Evidence of Aloe Saboe Hospital Services</b>					80.41	Satisfied

Information:

- Percentage:  $(\text{Answer Choices} \times \text{Weight}) \times 100 / \text{Ideal Score}$
- Ideal Score:  $\text{Number of Respondents} \times \text{Highest Weight} (30 \times 4 = 120)$

Example:

$$\begin{aligned} \text{Persentase} &= (13 \times 4) + (17 \times 3) \frac{100}{120} \\ &= 90,83 \end{aligned}$$

The results of the study above show that the level of satisfaction of patient families with direct evidence of services at Prof. Dr. Aloe Saboe Regional Hospital is satisfied with an average of 80.41. The highest score is having complete medical equipment, namely 83.33%, the rooms at Prof. Dr. H. Aloe Saboe Regional Hospital are clean and comfortable 77.5%.

#### e. Empathy (Empathy) Service to Patient Families at RSUD. Prof. Dr. Aloe Saboe

Empathy in service towards the patient's family can be seen from the indicators

- 1) Nurses are able to calm the anxiety of the patient's family
- 2) Nurses, doctors and other human resources in the hospital environment are ready to listen to complaints from patients' families.

The results of the research are described as follows:

### Results Table

#### Empathy Service Towards Patient Family Satisfaction

No.	Empathy of service	Answer options			Percentage (%)	Category
		SS (4)	S (3)	TS (2)	STS (1)	
1.	Nurses are able to calm the anxiety of the patient's family	15	14		0	85 Satisfied
2.	Nurses, doctors and other human resources in the hospital environment are ready to listen to complaints from patients' families.	16	14	0	0	88.33 Satisfied
<b>Average level of empathy for Aloe Saboe Hospital services</b>					86.66	Satisfied

Information:

- Percentage:  $(\text{Answer Choices} \times \text{Weight}) \times 100 / \text{Ideal Score}$
- Ideal Score:  $\text{Number of Respondents} \times \text{Highest Weight} (30 \times 4 = 120)$

Example:

$$\begin{aligned} \text{Persentase} &= (16 \times 4) \\ &+ (14 \times 3) \frac{100}{120} \\ &= 88,33 \end{aligned}$$

From the results of the study above, it shows that the level of patient family satisfaction with empathy services at Prof. Dr. Aloe Saboe Regional Hospital

is satisfied with an average of 86.66. The highest score for nurses, doctors and other human resources in the hospital environment is ready to listen to complaints from patient families. Namely 88.33%, nurses are able to calm the anxiety of patient families 88%.

## **2. Design of Strategy to Improve Service Quality for Patient Families at RSUD. Prof. Dr. Aloei Saboe**

### **a. Interview Results of the Manager of Prof. Dr. H. Aloei Saboe Regional Hospital**

#### **1) The strength of RSUD, Prof. Dr. Aloei Saboe is the service to the patient's family.**

According to Ay as the Planner, he expressed his opinion about the strength of Prof. Dr. Aloei Saboe Regional Hospital as follows:

*"The strength of Aloei Saboe Hospital is that it has provided facilities for families of patients with disabilities or the elderly, such as grab bars in the toilets and wheelchairs provided at the hospital."* (Interview November 2024).

Meanwhile, according to RP as the designer of the RSUD law, the following is the case:

*"The hospital has strength with complete security, visiting hours are operated according to hours, clean and controlled"* (Interview November 2024).

Thus, the strengths of Prof. Dr. H. Aloei Saboe Regional Hospital are 1) providing complete facilities, 2) providing adequate facilities and infrastructure 3). Putting forward visiting hour regulations.

#### **2) Weaknesses of RSUD. Prof. dr. Aloei Saboe services to patient families.**

According to Mr. Ay as the planner, he expressed his opinion about the strength of

Prof. Dr. Aloei Saboe Regional Hospital as follows:

*"The weakness of the hospital is if there is a clash between the patient's family and security officers or nurses, because if there is a clash, problems will arise that will bring the name of the hospital."* (Interview, November 2024)

Meanwhile, according to RP as the designer of the RSUD law, the following is the explanation:

*"RP conveyed what was conveyed by Ay that as a weakness that the hospital has, there are clashes between patient families and security officers at the hospital, for example, visiting hours or rules in the hospital."* (Interview, November 2024)

Thus, the weaknesses of Prof. Dr. H. Aloei Saboe Regional Hospital are 1) the patient's family did not understand the warnings given by the security officers, 2)

#### **3) Opportunities for RSUD. Prof. Dr. Aloei Saboe services to patient families.**

According to AY as the planner, he expressed his opinion about the strength of Prof. Dr. Aloei Saboe Regional Hospital as follows:

*"The opportunities that exist can be seen from the level of understanding of the community/patient's family which is better compared to last year, the hospital also limits visiting hours."* (Interview, November 2024)

Meanwhile, according to RP as the designer of the law, the following is true:

*"RP said that the opportunity that the hospital has, namely Prof. Dr. H. Aloei Saboe Regional Hospital, is to become one of the teaching hospitals in the city of Gorontalo."* (Interview, November 2024)

Thus, the opportunities of Prof. Dr. H. Aloei Saboe Regional Hospital are 1) most of



the patients' families can already understand the rules and regulations in the hospital. 2) the hospital also limits visiting hours.

#### 4) Challenges of RSUD. Prof. dr. Aloei Saboe services to patient families.

According to Ay as the planner, he expressed his opinion about the strength of Prof. Dr. Aloei Saboe Regional Hospital as follows:

*"The challenge that hospitals must face is that if many patients' families come to visit patients when the patient's condition is critical, nurses must be friendlier to the patient's family even in critical conditions."* (Interview, November 2024)

Meanwhile, according to RP as the designer of the RSUD law, the following applies:

*"RP said the hospital's challenge was that the patient's family scolded the hospital staff and did not ask for a solution from the hospital's human resources but directly threatened the hospital."* (Interview, November 2024).

Thus, the weaknesses of Prof. Dr. H. Aloei Saboe Regional Hospital are 1) the patient's family does not understand the warnings given by the security officers, 2) .

#### 5) Strategy Design of Prof. Dr. Aloe Saboe Hospital in Improving the Quality of Service to Patient Families

According to AY as the planner, he expressed his opinion about the strength of Prof. Dr. Aloei Saboe Regional Hospital as follows:

*"In 2025, RSUD. Prof. Dr. Aloei Saboe will create more comfortable facilities for patient families, for example, creating a food place or waiting area for patient families, and renovating the parking lot according to*

*applicable regulations"* (Interview, November 2024)

Meanwhile, according to RP as the designer of the RSUD law, the following is the case:

*"RP said that the hospital will make the parking area more comfortable for hospital visitors, and will make a waiting area for patients."* (Interview, November 2024)

Thus, the design of Prof. Dr. H. Aloei Saboe Regional Hospital is 1) A more comfortable parking area 2) A waiting room for patient families.

#### b. Patient Family Interview Results

##### 1) What is your response regarding the services provided by Prof. Dr. H. Aloei Saboe Regional Hospital to the patient's family?

*"AL said the service provided by the hospital was very good and they were satisfied with the service provided."* (Interview, November 2024)

Meanwhile, according to HR as the patient's family at the Regional Public Hospital, the following is true:

*"HR services in hospitals are indeed in the good category, but when viewed from the infrastructure, they are still lacking."* (Interview, November 2024)

##### 2) What things still need to be done by the management of Prof. Dr. H. Aloei Saboe Regional Hospital in providing services to patients?

*"AL said that the services at Prof. Dr. Aloei Saboe Regional Hospital are good, but only need to improve environmental cleanliness."* (Interview, November 2024).

Meanwhile, according to HR as the patient's family at the Regional Public Hospital, the following is true:

*"The HR services in the hospital are good and only need to be improved in terms of*

*communication between nurses and patient families."* (Interview, November 2024).

## CONCLUSION

Based on the results of the research discussion above, it can be concluded that:

1. The quality of service to the patient's family at Prof. Dr. Aloei Saboe Regional Hospital, Gorontalo City is high or satisfactory with an average percentage of 85.46. The highest quality of service is in the dimension of responsiveness of service to the patient's family of 87.91 and the lowest is the dimension of reliability of service to the patient's family of 84.58.
2. The design of the strategy to improve the quality of service to patient families at Prof. Dr. Aloei Saboe Regional Hospital, Gorontalo City is based on the internal and external conditions of the hospital, namely:
  - 1) Provision of waiting areas for patient families
  - 2) Renovate the parking lot according to applicable regulations
  - 3) Improving Infrastructure

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