



# The Effectiveness of Implementing 5 Working Days in Increasing Quantity and Quality of Service at Sanglah Hospital Denpasar

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## Abstract

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**BACKGROUND:** Sanglah Hospital Denpasar has implemented a change in the number of working days from 6 working days to 5 working days since June 2016.

**AIM:** This study aims to determine the 5 working day system in increasing the quantity and quality of services. In addition, this study explores an external perspective on the application of the system in terms of advantages, disadvantages, and service barriers at the Sanglah Hospital Denpasar.

**METHODOLOGY:** This study uses a quantitative-qualitative approach. The quantitative approach is carried out by a close review of medical records using a checklist of observations on changes in the quantity and quality of services. A review was conducted on each of the 96 medical records of outpatient visits in the episodes before and after implementing 5 working days. Quantitative data were analyzed descriptively. The qualitative approach was carried out by in-depth interviews with 12 polyclinic visitors to find out the external perspective on implementing 5 working days. Qualitative data analysis was carried out thematically.

**RESULTS:** There was an increase in the number of patient visits from 64,170 people (49.1%) in the episode 3 months before implementing 5 working days to 66,618 people (50.9%) in the 3 months after its implementation. The number of patients treated for 1 episode increased from 50 people (52.1%) to 60 people (62.5%), while the number of patients treated for three episodes decreased from two people (2.1%) to none. Qualitative data show an external perspective regarding the implementation of 5 working days comprising lengthening service time, cheaper medical support costs from the community, faster treatment episodes, affordable service access, establishment of service continuity, and the realization of service fairness and better service quality.

**CONCLUSION:** This study concludes that implementing 5 working days is more effective in increasing the quantity and quality of services at the Sanglah Hospital Denpasar.

## Introduction

Sanglah Hospital Denpasar, which from the beginning used a 6-day system since June 1, 2016, has implemented a 5-day system. This change aims to facilitate the service needs of patients who come from outside Denpasar. This affects the lengthening of the working time in 1 day, from 7 h to 8 h a day.<sup>1</sup> Until now, no one has evaluated to measure the quality of service that occurs from implementing the 5-day system.

## Research Purposes

This study aims to determine the effectiveness of the 5 working day system in increasing the quantity and quality of service. In addition, this study explores an external perspective on the application of the system in terms of advantages, disadvantages, and service barriers at the Sanglah Hospital Denpasar.

## Research Methods

This research uses mixed methods, with quantitative and qualitative approaches. A quantitative approach was used to assess the rate of visits and episodes of treatment in episodes 3 months before and 3 months after the implementation of 5 working days. A qualitative approach is used to explore external customer perceptions of the advantages, disadvantages, and obstacles of implementing the 5 working days.

Quantitative data collection was carried out retrospectively through a close review of documents with a total of 96 outpatient medical records at the polyclinic each 3 months before (March–May 2016) and after (November, December 2018, and January 2019) the implementation of 5 working days. The selection of medical records was carried out randomly proportionally according to the number of visits to each polyclinic.

Qualitative data collection was carried out by in-depth interviews with 12 polyclinic visitors

in March–May 2019 episode which was selected purposively. Quantitative data analysis was carried out descriptively (univariate) by looking at changes in the number and proportion of visits and treatment episodes before and after the implementation of 5 working days. The qualitative data analysis technique is done by thematic analysis.

## Research Result

### Quantitative approach

The number of patient visits to the polyclinic in episodes 3 months before the application of 5 working days and 3 months after the application of 5 working days is shown in Figure 1.

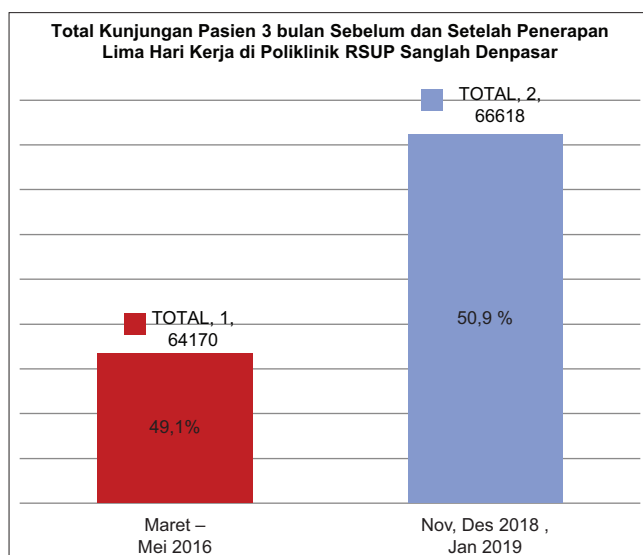


Figure 1: Number of patient visits Episode 3 months before and after implementation of 5 working days at the Sanglah Hospital Denpasar

The patient visits in episodes of 3 months after the implementation of 5 working days increased to 66.618 people (50.9%) from 64.170 people (49.1%) before the implementation of 5 working days with a change value of 1.9% (2.448) person.

The evaluation of medical records, which changes in the episodes of handling patients who came before and after the implementation of 5 working days at the Sanglah Hospital Denpasar is shown in Table 1.

Table 1: Episodes of patient handling to the Sanglah Hospital before and after the implementation of 5 working days

Polyclinic	Patient treatment episodes					
	Before application work 5 days			After application work 5 days		
	1	2	3	1	2	3
Interna	9 (45.0%)	11 (55.0%)	0 (0%)	13 (65.0%)	7 (35.0%)	0 (0%)
Bedah	10 (52.6%)	9 (47.4%)	0 (0%)	10 (52.6%)	9 (47.4%)	0 (0%)
Kebidanan	11 (100%)	0 (0%)	0 (0%)	7 (63.6%)	4 (36.4%)	0 (0%)
Anak	3 (21.4%)	11 (78.6%)	0 (0%)	9 (64.3%)	5 (35.7%)	0 (0%)
Jantung	3 (27.3%)	8 (72.7%)	0 (0%)	8 (72.7%)	3 (27.3%)	0 (0%)
Mata	3 (33.3%)	4 (44.4%)	2 (22.2%)	6 (66.7%)	3 (33.3%)	0 (0%)
Gabung	11 (91.7%)	1 (8.3%)	0 (0%)	7 (58.3%)	5 (41.7%)	0 (0%)
Total	50 (52.1%)	44 (45.8%)	2 (2.1%)	60 (62.5%)	36 (37.5%)	0 (0%)

There were 50 patients (52.1%) who were treated for one episode (one day of treatment) before implementing 5 working days, where this number increased after implementing 5 working days to 60 patients (62.5%). Before implementing 5 working days, there were 2 (2.1%) cases handled 3 days of treatment/episode, while after implementing 5 working days, there was no handling of three episodes.

### Qualitative approach

In-depth interviews, most of the informants stated that the application of 5 working days formed a longer service time. This is confirmed by the informant's statement;

“...Persepsi saya terhadap 5 hari kerja di Rumah Sakit Sanglah yang pastinya waktu lebih panjang untuk pasien berobat”, (informan 3).

The opinion of this informant was also confirmed by other informants;

“Ya yang 5 hari lebih panjang jelasnya, yang 6 hari itu lebih pendek Cuma harinya lebih banyak gitu aja”(informan 8).

According to some informants, the cost of medical treatment from the community is cheaper, because the service is completed in one episode. This can be shown from the interview results as follows;

“Lebih bagus yang 5 hari kerja karna lebih lama pasiennya bisa konsul, kalo dia kan ngga Cuma satu poli kalo misalnya dia mau konsul ke penyakit dalam atau PJT nika masih besar waktunya, masih banyak waktunya” (informan 11).

From the results of interviews, the place of service is still categorized as affordable, which can be seen from the information submitted by

“...dekat sekali, 15 menit”, (informan 8).

Another element of the advantages obtained from the results of in-depth interviews which can be seen from the following excerpts, which show that the episode of handling has become faster;

“Bagi kami saya sendiri, kami sendiri bahwa 5 hari kerja itu kami anggap yang lebih efektif karena bisa setelah ada hasil lab bisa dikonsulkan hasilnya satu hari itu. Kalau sedangkan kalau 6 hari kerja menunggu untuk besok lagi untuk hasil lab”, (informan 12).

This statement is also strengthened by the statements of other informants;

“...yang lebih ee untuk diterapkan yang 5 hari kerja. Karena ee yang 5 hari kerja e waktunya lebih panjang. Ee apabila kita kesini e ngontrol berobat ke poliklinik, mau cek lab gitu e waktunya bisa selesai 1 hari, waktu itu juga. Kalau yang 6 hari kerjaya besoknya baru bisa selesai. Kita jadinya bolak-balik dari Sukawati ke Denpasar gitu”, (informan 1).

Episode time of handling becomes more effective, prompt handling can save costs and work time. Another element of the advantages of implementing 5 working days can be expressed in several statements from interviews with researchers with informants stating the level of service fairness, namely;

*"Adil pak. untuk sementara setahunya saya selama ini lumayan-lumayan. Baguslah", (informan 4).*

*"Kalau saya liat dari sekarang untuk pelayanan masyarakat sudah cukup adil karna sampai disini kita sudah disodorkan nomor antrean dan kita disuruh mendaftar dengan nomor itu", (informan 2).*

Another advantage obtained from the results of interviews with researchers, which is that there is time and cost efficiency, which is confirmed from the quotation below;

*".....yang cuma yang itu seperti saya katakan tadi yang 5 hari kerja tu lebih efisien karena kalau besoknya disuruh kesini kan harusnya 2 kali nyewa", (informan 12).*

*"....nyambung, komunikasi nyambung, alur jelas, Cuma memang mungkin dapat kita maklumi juga karena ini rumah sakit rujukan yang sangat luas, jadi banyak sekali keluhan-keluhan dari pihak keluarga karena ini kan menyangkut anak kecil tumbuh kembang, kenapa kok lama sekali ya, kenapa kok ngantrinya panjang kemudian lagi ditelepon katanya masih banyak ada pasien dan sebagainya yang hanya itu sih, mungkin karena pasiennya memang banyak ngantri, saya sebagai keluarga, sebagai om nya waktu itu, om dari pasien menyampaikan ke kakak ya bisa ngasi tau sabar aja biar gak terlalu menyalahkan rumah sakit karena paling tidak kita juga bisa membayangkan bagaimana sibuknya administrasi rumah sakit", (informan 9).*

The implementation of 5 working days that have been carried out from the results of observations and in-depth interviews found that the quality of hospital services is categorized as better than some of the interviews, namely;

*"Kalau menurut saya ya yang udah berjalan selama ini udah-udah bagus tapi perlu ditingkatkan lagi", (informan 1).*

This statement was also confirmed by another informant who stated;

*"Kalau menurut saya pelayanan udah cukup maksimal. Itu yang menurut saya setiap saya kontrol terhadap anak saya ngontrol anak saya itu selalu tepat tidak terlalu lama saya menunggu dan pelayanan cukup baik lah", (informan 2).*

The results of interviews have been carried out, it is found that the implementation of the 5 working day system according to the perspective of external customers has a lack of flexibility in reduced service days as indicated by several informants' quotes;

*"....kebetulan kan anak saya di poli penyakit dalam kan dulu divisi khome dibuka 3 hari senin, selasa, jumat. Kali ini justru kurang karena yang dibuka senin dan jumat. Artinya kan kita kebingungan juga", (informan 5).*

*"Jadi sebenarnya agak kendala dengan perpendekan waktu itu di hari kerja yang seharusnya hari sabtu masih bisa melakukan pelayanan jadi tidak bisa", (informan 9).*

Five working days require extra-energy to be able to work stronger, this is stated in the interview results, namely;

*"Ya jelas yang 6 hari kerja pak, dokter itu kan kadang-kadang kalo dari pagi sampe jam 4 itu jenuh dokter itu. Kan kalo dokter saya pikir ngga ada istilah nya makan itu, kan kalo pasien ngga abis ngga mungkin keluar kencing, makan itu ngga mungkin lah. Kan kalo 6 hari kerja kan wajar makan pulang jam 2. Kalo diterapkan sampe jam 4 paling tidak namanya manusia perut laper dari jam 12 sampe jam kan waktu itu harus makan keluar itu kurang efektif untuk pelayanan sedangkan untuk administrasi okelah, gitu bapak", (informan 6).*

The results of the observations of the researchers received a supporting examination and after getting the results on that day they could not directly coordinate with the doctor who requested the examination, because they had to go through a long queue process so that it could slow down the service.

Barriers to the implementation of 5 working days at the Sanglah Hospital Denpasar include inadequate facilities, namely, limited parking and wheelchair and brand card facilities for patients, as shown from the results of the interview below;

*"....Emang fasilitas kurang, artinya tempat parkir, artinya kalo over booking kalo Bahasa dulu booking, kalo lebih banyak mobil daripada tempat gitu. Biar gimana pengaturannya susah, nggak bisa. Karena tempat memang harus luas gitu", (informan 6).*

Coordination and communication systems are not optimal when the resident doctor makes decisions on patients.

*"...kalau sekarang kan bisa lewat online, bagi saya yang tidak tahu mengenal dunia online mungkin akan terkendala disana", (informan 2).*

*"....Lebih cepet supaya gak ngantre lagi di poli", (informan 7).*

*"Yang saya rasakan pelayanannya bagus, ramah tapi dokternya yang mungkin itu residen pak ya jadi waktu itu saya control dengan ibu saya, saya lihat ada dokter residen ada asistennya mungkin koasnya disitu, pas waktu itu ada 2 dokter duduk 2 meja dengan masing-masing asisten jadi saya ngga tau namanya siapa, tapi pelayanannya waktu itu dia seperti ogah-ogahan pak ngelayanin pasien,*

itu dokternya pak, kalo perawatnya mereka ramah terhadap pasien, keluarga pasien juga, Cuma dokternya itu yang saya kurang sreka dia seperti ogah-ogahan ngga mau melayani pasien”, (informan 3).

“...sekarang bagaimana koordinasi di poli itu antara residen dan spesialisnya, kan tetep leadernya itu spesialis residen itu kan masih belajar. Hal-hal yang bagaimana harus dikonsultasikan, yang hal gimana residen itu mengambil keputusan. Biar gak dikit-dikit hubungi spesialis, hubungi spesialisnya kebetulan lagi rapat, nunggu lagi”, (informan 5).

## Discussion

### **Patient visit quantity**

The number of patient visits in the episode before and after the implementation of 5 working days at the Sanglah Hospital Denpasar increased by 2.448 people (1.9%). The results of the performance there are 2 (two) aspects of the assessment, namely the focus of the assessment that is person-oriented or works oriented and the types of criteria that assess quality, quantity, timeliness, cost-effectiveness, need for supervision, and interpersonal influence [1].

### **Handling episodes**

The 5 working day policy has a positive and significant relationship with work productivity for civil servants at the Kulonprogo Regency Regional Secretariat [2]. The perception factor of the 5 working day policy contributes 17.4% to work productivity [2]. The higher the perception of the 5 working day policy, the employee's work productivity the number of civil servants in the Regional Secretariat of Kulonprogo Regency is increasing [2]. Every customer has desires and expectations that fulfill several things, namely; efficient, affordable, accessible, equity, timeless, and continuity [3].

### **External perspective**

In an in-depth interview at the Sanglah Hospital Denpasar, several things can be explained about the theme of the implementation of the 5 working day system. The advantages of the information collected by researchers are as follows: service time becomes longer, time and cost efficiency, access to affordable service places, episodes of handling becomes faster, level of service fairness goes well, and continuity of care.

Empirically, the implementation of 6 working days was initially carried out and started from 07.00 to

14.00 (Monday–Thursday) and started at 07.00–13.00 (Friday and Saturday). The average working time is 6–7 h/day and then at the time of implementation of 5 working days starting from Monday to Friday every day starting at 07.00 and ending at 16.00 with an average of 8 h/day which indicates the hours of service that become more elongated [4], [5].

Fast handling affects the work efficiency of both patients and their families who require 1 time transportation and the use of time becomes more efficient. The main parameters used in assessing behavior are costs (money, time, and energy) incurred by comparing the results achieved, or known as efficiency criteria [4].

The observations of researchers and online registration services for polyclinics have been prepared which makes it easier for service users to access. Services that are said to be good, one of which can meet the accessible requirements (can be reached from the point of view of distance traveled) [5]. In the opinion of the researcher that online registration services that are easily accessible will provide positive value for customers to be able to use health service facilities properly.

The results of the study, according to the researcher, can be explained that the implementation of 5 working days still prioritizes non-discriminatory service elements. One of the indexes of community satisfaction with service units according to the results of empirical research is justice in getting services with an index value of (3.06) [6]. The justice provided in the service provides a positive value from the community toward the implementation of the policies that have been carried out [6].

The results of interviews have been conducted according to the researcher that the service on the implementation of the 5 working day system is felt by external customers to run continuously. This is emphasized in the journal that providing health education to patients who return home gives more satisfaction to patients than without education [7].

### **Disadvantages of implementation of 5 working days**

From the results of interviews that have been carried out, it is found that the implementation of the 5 working day system according to the perspective of external customers has drawbacks, namely, reduced service day flexibility, fatigue, and decreased focus on employee performance, synergies in service time from other health facilities are not in line.

Opportunities owned by customers who have been able to use them on Saturdays must begin to feel lost and adjust to changes in the 5 working day system. This weakness can also be found empirically from direct observation based on the provisions of Law Number 13 of 2003 which regulates employment in Article 77

regarding working time [4].

According to researchers, the implementation of 5 working days has a shortage of employee fatigue, as a result of the implementation of a long working hour system with a high number of patient visits. This statement is confirmed by the results of research showing that burnout syndrome has a significant relationship with the workload of nurses [8]. A high workload specifically affects the dimensions of burnout syndrome, namely, physical and emotional exhaustion [8].

The observations can be conveyed that patients who receive health care referrals from PPK I and PPK II on Saturdays cannot go directly to the Sanglah Hospital Denpasar Polyclinic but has to wait on Mondays so that the results of the researcher's observations of patient visits every Monday are increasing.

### **Barriers to the implementation of the 5 working day system**

Barriers to 5 working days consist of several things, namely, completeness of facilities that are not optimal, coordination, and communication systems that are not optimal both between employees and between other health facilities. According to the service provider, quality services will be related to the availability of equipment, work procedures or protocols, and the freedom of the profession in carrying out health services with the latest health technology [9].

Another thing that affects service lies in the five dimensions of service quality known as SerQual, namely, responsiveness (quick response), reliability (ability to provide services in a timely and accurate manner as offered), assurance (knowledge and courtesy trusted by customers), empathy (care and attention), and tangible (providing adequate physical facilities and equipment) [10]. Coordination and communication of the work of officers at the polyclinic have not been going well.

Determination of tasks according to competence has not been carried out optimally so that service decisions are delayed which causes customer satisfaction to decrease. Likewise, the coordination and communication of socialization activities for the use of online services have not been evenly known by the public so the effectiveness and efficiency of the implementation of online registration have not been optimally felt by customers.

Customer expectations of quality good things in a hospital are usually limited to the speed of service, friendly and agile staff, healing, and efficient

financing [9]. Quality service in a hospital according to the patient/community is a health service that meets perceived needs and is carried out in a manner that is polite, timely, responsive, and able to cure complaints and prevent the development or spread of disease [9].

## **Conclusion**

The results of research with quantitative and qualitative approaches that the application of 5 working days provides good service in increasing the quantity and quality of services at the Sanglah Hospital Denpasar.

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