



Lean Management as an Innovation to Reduce Complaint Handling Time in Hospital X

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ABSTRACT

Customer service is a service product from Hospital X. The better the service at a hospital, the number of complaints will decrease. In the customer service flow for Hospital X there is Complaint Handling and monitoring and evaluation. The purpose of this research is to provide lean management innovation as an effort to reduce the waiting time for complaint handling. In this study the method used was community service with the time period April-July 2023 at Hospital X. The column for patient complaints at the hospital was not clear and detailed. So the added innovation is to cut steps or steps that lack value by creating or adding a complaint menu on the Hospital website. The complaints menu contains information and complaints services.

KEYWORDS

Customer Service, Patient Complaints, Lean Management

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INTRODUCTION

Hospital is a health service institution that provides complete individual health services by providing inpatient, outpatient and emergency services (Almunawar & Anshari, 2012). The hospital as a health facility that provides health services to the community has a very strategic role in accelerating the improvement of public health status. Therefore, hospitals are required to provide quality services in accordance with established standards and can reach all levels of society (Munaa & Ummah, 2022). Quality health services are health services that can satisfy every service user in accordance with the level of satisfaction of the average population and its implementation is in accordance with established professional standards and ethical codes (Nihayatul Munaa et al., 2023).

Hospital X is a type C Hospital, in order to realize the vision, one of the missions that must be achieved is to carry out the management and development of the Hospital as a highly competitive business unit while still paying attention to social functions. Various programs are carried out to manage and develop the hospital. One of them is by doing marketing management and customer service.

Marketing is a managerial process that can make individuals or groups get something they need and





want by creating, offering and exchanging products of value to other parties or it can be explained that all activities related to the delivery of products or services from producers to consumers are marketing (Muna et al., 2021). As for the way to see marketing performance in a hospital, namely by looking at the achievement of the share indicators each year. If the achievement of unit performance indicators has exceeded the national quality indicators, the quality of staff performance can be stated as good (Rahmawati et al., 2022).

Customer service is a service product from Hospital X. The better the service at a hospital, the number of complaints will decrease. In the customer service flow for Hospital X there is Complaint Handling and monitoring and evaluation. Complain Handling is an activity carried out by customer service to handle customer complaints about services, facilities and even visit quotas for each unit (Setyani et al., 2019). Evaluation and Monitoring activities for Hospital X customer service providers are two integrated activities in order to assess and monitor the ups and downs of satisfaction and complaint graphs, so that the Hospital can determine a marketing strategy. Based on the explanation above, the purpose of this research is: provide lean management innovation as an effort to reduce the waiting time for complaint handling (Almunawar & Anshari, 2012).

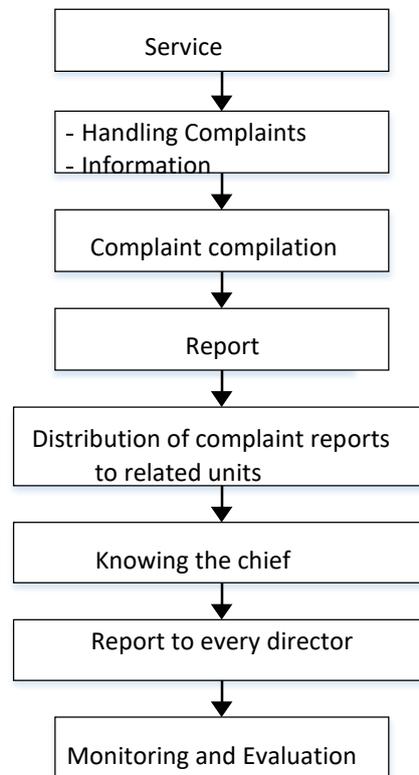
MATERIALS AND METHODS

In this study the method used was community service for the April-July 2023 period at X Hospital. Community service began with coordination of cooperation followed by focus group discussions regarding problems in the marketing and customer service units.

RESULTS AND DISCUSSION

Customer Service Executor





Gambar 1 Alur pekerjaan pelaksana layanan pelanggan

a. Service

Service is a product of Petrokimia Gresik Hospital. The better the service at a hospital, the number of complaints will decrease..

b. Handling Complain

Handling Complaints is an activity carried out by customer service to handle customer complaints about services, facilities and even visit quotas for each unit.

c. Information

Information Service is an activity carried out by customer service to notify customers regarding schedules, visit quotas and others.

d. Complaint Compilation

Complaint compilation is an activity to combine customer complaints obtained from various sources such as Google Forms, WhatsApp, DM Instagram, Phone, SMS, Hardfile Forms. The data that comes from various sources will then be combined in one excel file and analyzed.

e. Report

Reports made by customer service executors are customer satisfaction reports and patient complaint services at Petrokimia Gresik Hospital.



f. Report Distribution

Report Distribution is an activity of submitting satisfaction and complaint reports to the relevant units, the head of marketing and the director once a month. As a notification as well as one of the controlling attitudes from superiors.

g. Evaluation and Monitoring

Evaluation and Monitoring activities for customer service providers at Petrokimia Gresik Hospital are two integrated activities in order to assess and monitor the ups and downs of satisfaction and complaint graphs, so that the Hospital can determine a marketing strategy.

Based on the problems found by researchers, namely in the marketing and customer service sections including the process of waiting for patients or patient families so that complaints are immediately handled by customer service officers, the researchers carried out an innovation, namely "digitizing customer complaint services", this aims to facilitate patient access, unit and customer service so as to reduce the waiting time for online complaint services. The following is the appearance of the official website of X Hospital, if implementing the researcher's innovation idea:

a. Customer/Patient Perception

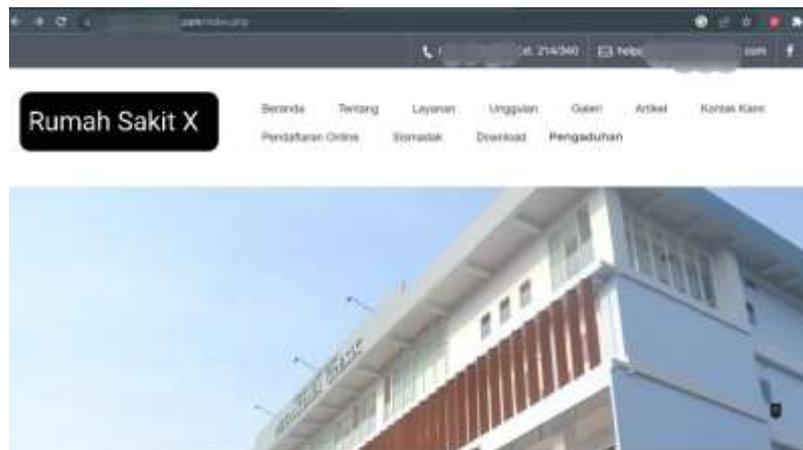


Figure 2 Addition of a complaints menu on the official RSX website

Based on the picture above, it explains that the author initiated the idea regarding adding a complaints menu to the official website of Hospital X.

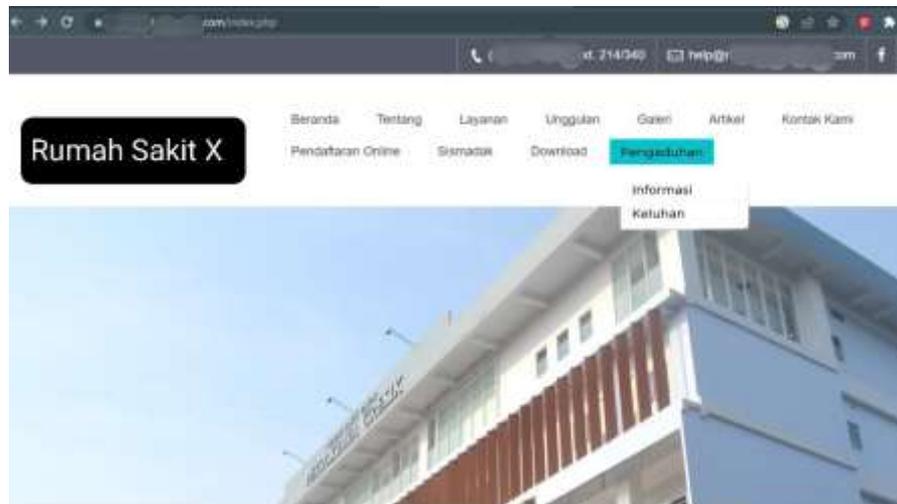


Figure 3 Display of the information and complaints column on the complaints menu

Based on Figure 3, the information and complaint columns are displayed, in which patients or customers can choose one. The contents of both are the same, it's just that the nature of the message is different. If the information is sufficient, the officer provides the information needed by the patient, but if it is a complaint, the officer is required to provide the best solution or way out for the patient and customer to be satisfied.



Figure 4 Fill in the complaints menu

Based on the picture above, it is explained that every patient has the right to complain and complain about any service.



Figure 5 Contents of each unit

Based on Figure 5, it is explained that each patient can choose which unit to complain about.

Figure 6 Complaint Form

Based on Figure 6, it explains that after the patient has chosen the unit or installation to go to, the patient will be asked to fill out a complaint form appropriately and appropriately.





Figure 7 Complaint Room

Based on Figure 7, it explains that after the patient selects "report", the patient will move to the complaint room, where the patient can wait until the customer service answers in the chat room provided. If the complaint has been responded to by customer service, the patient can deny again or choose to close the case by pressing "Case Completed".



Figure 8 Final Results

Based on Figure 8, it explains that the above is a display when the case has been declared complete, and at the same time the patient can rate the complaint service, whether the customer service answers are appropriate or even lacking. After that the patient can stop the complaint service by pressing "Done".

b. Perception of Hospital Staff X

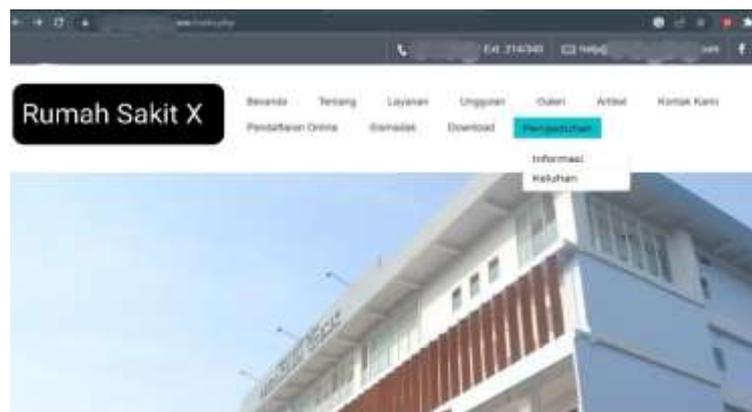


Figure 9 Display of the RSX Official Website after Adding the Complaints Menu

Figure 9 shows display of the X Hospital website which has been added with a complaint menu.



Figure 10 Unit/Installation Account Login

Figure 10 shows that each unit must have an account and password in the complaints menu. This is to limit officers from seeing complaint reports in other units. In addition, the design of such a system is able to better limit patient privacy.



Figure 11 Officer Perspective Complaint Room

On Figure 11 shows the complaint room, where officers can see all complaint messages from customers, the duration of the complaint, the state of the complaint (still new, currently in the evaluation stage, patient satisfaction feedback until the case is resolved). The following is a description of the icon shown in Figure 10:

1. (●): Means the complaint just came in
2. (🕒): Means that the complaint has entered some time ago, and the duration has been calculated 00:01:59
3. (00:01:59): Means the elapsed duration
4. (🔍): Means the complaint is in the evaluation stage
5. (✅): Means the case is over, but the patient/customer leaves the web immediately.



6. (★★★★☆): It means that the case has been completed and the patient/customer has rated the complaint service.
7. (↓): Means the file can be downloaded
8. (🔍): Means filter, officers can select patients/customers with any complaints that will be prioritized or urgent
9. (🔍): This means that officers can search for patients based on the last remembered chat/message



Figure 12 Display of Complaint Room Contents

Figure 12 displays the contents of the complaint room message. Patient chit-chat with customer service. In addition, there is a duration that will always count and will stop when the patient closes the case. The following is the meaning of the icon on the display in Figure 11:

1. (📎): Means that officers can upload documents or videos to respond to complaints from patients
2. (📷): Means that officers can upload photos directly to respond to patient complaints.
3. (📄): Means the words or template answers that have been provided in advance by the customer service. These answers come from data on questions or complaints that patients often complain about.



Figure 12 View of Complaint Room

Figure 12 displays the complaint space that has been declared Case Close, this is indicated by the icon (00:15:01) as a marker for the duration of complaint service and (★★★★★) as feedback from patients regarding feelings of satisfaction or dissatisfaction with complaint services.

CONCLUSIONS

The added innovation is to cut steps or steps that lack value by creating or adding a complaints menu on the Hospital website. The complaints menu contains information and complaints services.

1. Information: Contains unit/installation information to be asked, information forms, and info space which contains: 2-way messages from the Hospital (customer service and units) and patients, Patient feedback display, Documentation of time from the beginning of the message until the case closes in units hours, minutes and seconds.
2. Complaints: Contains the unit/installation to be complained about, the complaint form, and the complaint room which contains: 2-way messages from the Hospital (customer and unit services) and patients, Patient feedback display, Time documentation from the start of the message to case close in hours , minutes and seconds.

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