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Analysis of the Implementation of Minimum Laundry Service Standards Policy at RSUD R. Syamsudin, SH Sukabumi City (Study of Decree of the Minister of Health of the Republic of Indonesia Number: 129/Menkes/SK/II/2008)

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Abstract: KMK No. 129/Menkes/II/2008 concerning SPM Hospitals determines the indicators for laundry services in hospitals, namely the absence of incidents of lost linen and the timely provision of linen for inpatient rooms. At R. Syamsudin Regional Hospital, SH, the incidence of lost linen is still 7%, and the supply of inpatient room linen is often hampered. The research objective is to describe the implementation of the SPM laundry policy based on communication factors, resources, disposition and bureaucratic structure. This type of qualitative research with research results on the implementation of SPM laundry policies has not been effective, the policy is not yet known to implementers, human resources and equipment facilities are not optimal, the attitude of implementers is lacking but laundry implementers show high motivation in managing linen, SOPs are not appropriate, and supervision of linen in the wardroom accommodation is still lacking. It is necessary to communicate KMK policy no. 129/2008, ensuring that outsourced personnel and equipment repairs are prioritized. Excess working hours are given incentives according to applicable regulations, SOPs are made according to needs and the need for coordination with the inpatient room for monitoring linen in the room.

Keywords: Policy, Hospital, Laundry

INTRODUCTION

Laundry services have an important role in managing linen in hospitals. Linen is one of the needs of patients in hospitals which can provide comfort and health insurance, however if linen management is not good it will cause the potential for disease transmission or nosocomial infections for patients, hospital staff and other users. Apart from that, poor linen management risks the risk of losing linen or not meeting the need for linen for inpatient rooms. Anticipating this, the government, through Minister of Health Decree No. 129/Menkes/II/2008 concerning SPM for Hospitals, determined indicators for laundry

services in hospitals, namely the absence of incidents of lost linen and the timely provision of linen for inpatient rooms.

In RSUD R. Syamsudin, SH Sukabumi City, incidents of lost linen still occur frequently, the laundry installation report states that around 7% of linen will still be lost in 2022, and the supply of linen in inpatient rooms is still often hampered. The supply of linen for inpatient rooms is not always available, especially on Mondays because there are no linen deliveries on Sunday due to the laundry service being closed.

The implementation of the Minimum Hospital Service Standards policy has been established since 2008 by the central government, but the Sukabumi City Government only determined it in 2020 through Mayor's Decree No. 188.45/134.RSUD/2020 concerning SPM RSUD R. Syamsudin, SH. Implementation at RSUD R. Syamsudin, SH is only about 3 years old.

Public policy according to Thomas R. Dye in Winarno (2004:15) is whatever the government chooses to do and not to do. In simple language, policy is whatever the government does or does not do to policy implementers to overcome a problem so that policy objectives can be achieved.

According to George Edward III in Mustari Nuryanti (2015; 165) for effective policy implementation to pay attention to four main issues, namely:

1) Communication

According to Edwards in Winarno (2004; 126) the first requirement for effective policy implementation is that those who implement the decision must know what they have to do. Policy decisions and orders must be passed on to the appropriate personnel before they can be followed. Communications must be accurate and carefully understood by implementers.

2) Sources

Resources are an important factor in implementing public policy. Implementation orders may be passed on carefully, clearly and consistently, but if there is a lack of resources needed to implement the policies then implementation is likely to be ineffective. These resources include; adequate staff and good skills or competence to carry out their duties, authority and facilities necessary to translate proposals on paper to carry out public services.

3) Disposition

The tendencies of policy implementers is a third factor that has important consequences for effective policy implementation. If implementers have a favorable attitude towards a particular policy, this means there is support, it is likely that they will implement the policy as desired by the initial decision makers. Likewise, if the behavior or perspective of implementers differs from that of decision makers, the process of implementing a policy becomes increasingly difficult.

4) Bureaucratic structure

According to Edwards, there are two main characteristics of bureaucracy, namely basic work procedures or Standard Operating Procedures (SOP) and fragmentation. Standard Operating Procedures are very likely to hinder the implementation of new policies that require new ways of working or new types of personnel to implement the policies. The more a policy requires a change in the customary ways of an organization, the more likely the SOP is to hinder implementation. Fragmentation is the distribution of responsibility for carrying out tasks without any overlap while still including a comprehensive division of tasks in implementing a policy.

The policy implementation model proposed by George Edward III (1980) is as follows:

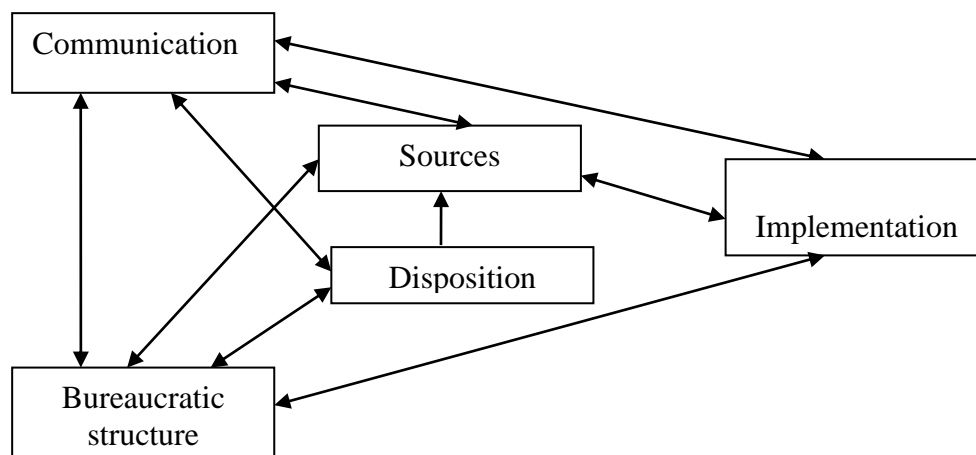


Figure: 2 Implementation Model Edward III, 1980

This research will be entitled "Implementation of Hospital Service Standards Policy for Laundry Services at RSUD R. Syamsudin, SH Sukabumi City". When conducting research, it is necessary to review research that has been conducted previously. The researcher took three previous research results which can be used as a comparison in the research conducted by the author, related to the Implementation of the RS SPM Policy, namely: The first research was conducted by Leni Marlina, Dedi Afandi and Novita Rani (2019) the results of the research show that the quality of human resources is a lack of training for officers, infrastructure is inadequate and SOPs are not yet optimal. The second research was carried out in 2019 by Bahria Ridwan. The results of the research were that the implementation of the SPM policy at Undata Hospital was generally quite good. Communication is not good, human resources and facilities are quite good. Disposition factors are support, attitude and good manners. The bureaucratic structure of the SOP aspect has been followed well, only the consistency needs to be improved. Further research was conducted by Elsy Maria Rosa, Ekorini Listiowati and Anisah (2016), the results of research on linen officers' perspectives regarding laundry linen management were classified as good, where 55% of employees had good knowledge regarding linen management. The management perspective regarding laundry linen management is relatively good. The level of compliance of linen officers with the SOP for linen management has not been implemented optimally.

The formulation of this research problem is about how to implement the laundry Minimum Service Standards (SPM) policy at RSUD R. Syamsudin, SH in terms of communication, resources, disposition and bureaucratic structure factors and the aim of this research is to describe the implementation of the laundry Minimum Service Standards (SPM) policy at RSUD R. Syamsudin, SH.

RESEARCH METHODS

This research uses a qualitative approach with the object of research being the implementation of the SPM hospital policy based on Minister of Health Decree No. 129 of 2008 on laundry services, namely the absence of incidents of lost linen and the timely provision of linen for inpatient rooms using the Edward III theory policy implementation model.

Determining informants in this study used a purposive sampling technique. Meanwhile, data collection techniques are in-depth interviews, participant observation and documentation studies. Data validity testing was carried out through triangulation of sources, techniques and time. Data analysis in research includes data reduction, data display, and conclusion drawing / verification.

RESULTS AND DISCUSSION

Factors influencing the implementation of the laundry SPM policy at R. Syamsudin, SH Regional Hospital are:

Communication

The laundry service indicators are the absence of incidents of lost linen and the timely provision of linen for inpatient rooms with the aim of illustrating the control and quality of laundry services. To be implemented well, of course, the policy and its contents and technical instructions must be known by all policy implementers/implementers at both management and implementation levels. Based on interviews, management has never communicated this policy in the form of socialization or technical guidance, because they believe that the head of the laundry installation understands more technically than management. However, in reality the head of the laundry installation found out about this policy from the internet, so its implementation has not been effective. The absence of communication about this policy and lack of understanding resulted in indicators of lost linen incidents and the timeliness of providing linen for inpatient rooms not being conveyed to laundry and inpatient operators. Ignorance of policies regarding indicators of lost linen incidents and the timeliness of providing linen for inpatient rooms at the executive level, both laundry staff and inpatient staff, causes a lack of attention to the whereabouts of linen. So if linen is lost it becomes a normal thing, there is a tendency to not care. The lack of availability of linen on Mondays or days after national holidays, which is still complained about by inpatient rooms, is a common thing for laundry operators because they are unaware of this as an indicator of laundry service. Even without carrying out calculations based on technical instructions, it can be seen that the linen supply indicator cannot reach 100% because almost every Monday there are rooms that complain about the lack of linen in the room.

Sources

Policy implementation will be carried out effectively if it is supported by human resources. Currently, the laundry installation's human resources are 12 people, which is still less than the results of workload analysis measurements carried out by the personnel subdivision, namely 17 people. The lack of executive staff in laundry installations causes some officers to do double work, but the task of recording linen is often neglected both in laundry and in inpatient settings due to lack of manpower. Recording linen is important because it is related to monitoring the amount of linen to prevent lost linen and providing linen in inpatient settings. The policy of increasing human resources through outsourcing recruitment has not yet become an urgent need so it is not a top priority.

The resource that influences the provision of linen in the inpatient room is the existence of equipment facilities. Even though the washing machines are sufficient, there are still some which are seriously damaged, as well as the drying machines which are not functioning optimally at all, and especially the fulfillment of the roll iron which only functions for one unit, there has been no effort to repair the other two units of the roll iron. In fact, when the existing ironing roll is damaged, there is a risk that the patient's linen and pillowcases will not be ironed, this will of course reduce the quality of patient service as well as hampering the supply of linen in the inpatient room.

The hospital's functional budget for maintaining linen equipment to support the provision of linen in inpatient rooms is still the second priority after medical services, especially since there is no budget for the purchase of new equipment from any source that supports either the provincial or central government.

Disposition

Policies that are not communicated and lack of support for the fulfillment of human resources by management show a lack of attention to indicators of lost linen incidents and the provision of linen for inpatient rooms. Likewise, the attitude of laundry and inpatient operators is still lacking, this is due to a lack of understanding of policies and because the high workload reduces work enthusiasm resulting in a lack of attention to the condition of linen and indifference if linen is lost.

The absence of work shifts on Sundays or national holidays in laundry installations due to limited human resources shows management's indifference to the supply of linen in inpatient rooms on days after holidays. However, the attitude of laundry operators shows a positive trend, although there are two people whose work motivation is starting to decrease due to declining health conditions and approaching retirement. The positive attitude of laundry operators is demonstrated by the high work enthusiasm of the laundry coordinator and several other staff starting work every day at 5.30 WIB even though working hours start at 07.30 WIB without any additional working hours or overtime. They do this because they are responsible for completing the laundry with a target of finishing it on time and not letting it pile up until the next day to meet the need for linen in the inpatient room and operating room. Dedication and loyalty are also shown by outsourced laundry workers, even though the income they earn is very different compared to laundry workers who have ASN status, they are enthusiastic about carrying out every job in the laundry and admit that they prefer working in the laundry compared to being a cleaning service worker. inpatient room.

Bureaucratic Structure

The change in the laundry management system, which was initially carried out by inpatient installations, to a centralized system by laundry installations means that the responsibility for linen management lies entirely with the laundry installation, not just washing. Calculating the amount of linen required for the inpatient room, collecting dirty linen, the washing process and distribution are the responsibility of the laundry installation. The laundry service indicators are the absence of lost linen incidents and the timeliness of providing linen for the inpatient room is closely related to the role of the inpatient room.

The use of linen in the patient's inpatient room carries the risk of losing linen or not having linen available for the patient. Therefore, support and cooperation from the inpatient room is needed to maintain these two indicators. However, the reality is that both the head of the laundry installation and the head of the inpatient installation have never coordinated the management of linen in the inpatient room to prevent incidents of lost linen and provide linen on time. Changes in the number of beds or patient beds in each inpatient room are often not known directly by the laundry installation due to a lack of coordination and cooperation.

CONCLUSIONS AND SUGGESTIONS

The implementation of the laundry minimum service standards (SPM) policy, namely the absence of incidents of lost linen and the timely provision of linen for inpatient rooms at RSUD R. Syamsudin, SH has not been effective, there are still many weaknesses in each dimension. A conclusion can be drawn from the communication dimension that the indicators laundry services, there are no incidents of lost linen and the timeliness of providing linen for inpatient rooms is not yet known by policy implementers because no socialization or technical guidance has been carried out. In the dimensions of human resources and equipment facilities, it is still lacking because it has not become a priority to fulfill. The disposition or attitude of hospital and inpatient ward management lacks attention to incidents of lost linen and the provision of inpatient ward linen. However, the attitude of laundry operators generally has a positive tendency, showing high motivation and dedication in carrying out

laundry services to provide the linen needs of inpatient rooms. The bureaucratic structure dimension related to standard operating procedures (SOP) is not available at several stages of the linen management process, apart from that there is no effort to properly manage linen by the inpatient room administrator to prevent incidents of lost linen and provide linen in the inpatient room.

As for the implications of this research for hospitals, namely the successful implementation of SPM RS, R. Syamsudin Hospital, SH Sukabumi City must communicate KMK policy no. 129 of 2008 through coordination meetings, technical guidance or monthly meetings. Fulfillment of human resources for outsourcing workers is still lacking and repair of washing equipment is prioritized. For excess working hours, incentives are given according to applicable regulations. SOPs are made based on needs and situations as well as the need to coordinate with the inpatient room in terms of monitoring linen in the room.

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