

Analysis of Patient Service Manager Competencies and Strategies in Handling Patient Complaints at Dr. Iskak Tulungagung Hospital

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ABSTRACT

Patient complaints are an important indicator of dissatisfaction with healthcare services and require systematic handling to support continuous quality improvement. This qualitative study explored the competencies and strategies of Patient Service Managers (MPPs) in handling patient complaints at Dr. Iskak Tulungagung Hospital. Using a phenomenological approach, 14 room heads were interviewed as primary informants, supported by triangulation with two division heads. Data were collected through semi-structured interviews, observation, and documentation review. The findings show that MPPs demonstrate adequate competencies including communication skills, collaboration, advocacy, and resource management although some have not completed ACM certification. The strategies used by MPPs include accountability, teamwork-based coordination, rapid response mechanisms, and facilitation of patient advocacy. The study concludes that competent and strategic complaint-handling practices contribute to sustaining quality improvement. Limitations include the single-site study design. Future studies should consider multi-hospital or quantitative approaches.

Keywords: complaint handling, MPP competency, patient-centered care, qualitative study

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BACKGROUND

Hospitals are one of the facilities that carry out health efforts, and have the obligation to continuously carry out various efforts to improve services to achieve the level of customer satisfaction (patients and their families). The higher the match between the level of expectations and demands and the reality received by patients in meeting their needs for health services, the better the quality of health services provided. Every customer has the right to file a complaint if they experience disappointment with a hospital's services. Handling complaints is something important in every agency. At Dr. Hospital. Iskak Tulungagung also handles complaints, one of which is carried out by the patient service manager (MPP), which is a professional at the hospital who carries out patient service management.

Handling complaints can also help staff or installations to provide or improve the quality of their services so that people are satisfied with the services provided by people who visit Dr. RSUD. Iskak Tulungagung. Based on data from the integrated information and complaints service center (PLIPT) RSUD dr. Iskak Tulungagung received 32 complaints in 2022 with no red grading complaints, 5 complaints for yellow grading, 27 complaints for green grading. Meanwhile, in 2023 there will be 71 complaints submitted, with 1 complaint being received in the red grade, 2 complaints in the yellow grade and 68 complaints in the green grade. For this reason, MPPs are required with competence and special strategies from MPPs in handling complaints.

METHODS

This study used a qualitative phenomenological approach to explore MPP competencies and strategies in-depth. Sampling Population: All 27 room heads at Dr. Iskak Tulungagung Hospital. Sample: 14 room heads selected via purposive sampling. Inclusion criteria: Minimum 1 year of service, Direct involvement with patient care processes, Willingness to participate, Triangulation sources: ** Two division heads.

Data Collection

Data were collected using:

1. Semi-structured interviews
 - a. Duration: 30–45 minutes
 - b. Sample questions included:
 - “Apa langkah pertama MPP ketika menerima complaint pasien?”
 - “Bagaimana koordinasi dilakukan dalam menangani complaint yang kompleks?”
2. Observation of MPP interactions with staff and patients
3. Document review (complaint logs, SOPs, training records)
4. Ethical Considerations
 - a. Informed consent was obtained verbally and in writing.
 - b. Confidentiality maintained by coding informant identities.
 - c. Ethical approval obtained from institutional review board.

5. Data Analysis

Thematic analysis followed the six phases of Braun & Clarke (2006):

1. Familiarisation
2. Generating initial codes (manual coding)
3. Searching for themes
4. Reviewing themes
5. Defining and naming themes
6. Producing the report

RESULTS

This research is qualitative research because the researcher interprets various input and opinions regarding the competency and strategy of the Patient Service Manager (MPP) at RSUD dr. ISKAK Tulungagung.

Description of Informant

In this research, the role of informants is very necessary. An informant is someone who provides the data information needed by the researcher to the extent of what is known and the researcher cannot direct the answer to what is desired. Informants are needed in empirical research to obtain qualitative data.

The selection of informants in this research is based on the principles of suitability and adequacy, namely informants who have knowledge related to the research topic and also informants who can describe all phenomena related to the research topic. In general, this research was possible because of the willingness of the informants to provide information through in-depth interviews. The informant in this research was the Head of the Room at RSUD dr. Tulungagung Regency Iskak as many as 14 (fourteen) people. Meanwhile, to check the validity of the interview results, the researcher also conducted interviews with triangulated sources of 2 (two) people, namely the Head of Division. The characteristics of each informant are different. The details are shown in the following table:

No.	Informant Code	Age (years)	Education Final	Address
1.	IU 01	56	Bachelor of Nursing	Kedungwaru Village, Kedungwaru District
2.	IU 02	54	Bachelor of Nursing	Sidorejo Village, Kauman District
3.	IU 03	53	Bachelor of Nursing	Kiping Village, Gondang District
4.	IU 04	52	Bachelor of Nursing	Karanganom Village, Kauman District
5.	IU 05	50	Bachelor of Nursing	Gesikan Village, Pakel District
6.	IU 06	42	Bachelor of Nursing	Tulungagung Village, Tulungagung District
7.	IU 07	48	Diploma 4 of Midwifery	Serut Village
8.	IU 08	49	Bachelor of Nursing	Dr. Street Soetomo Tulungagung
9.	IU 09	42	Bachelor of Nursing	Keras District, Kediri
10.	IU 10	44	Bachelor of Nursing	Pelem Village, Campurdarat District
11.	IU 11	50	Bachelor of Nursing	Srikaton Village, Ngantru District
12.	IU 12	54	Bachelor of Nursing	Rejosari Village, Gondang District
13.	IU 13	49	Bachelor of Nursing	Bangunmulya Village, Pakel District
14.	IU 14	54	Diploma 4 of Midwifery	Sodo Village, Pakel District

DISCUSSION

Based on the results of data analysis on the focus of research on patient service manager (MPP) competency in handling patient complaints including Understanding MPP and MPP criteria, MPP Competency, Complaint Handling, Collaboration, Advocacy, Resource Management, Patient service manager strategies in handling patient complaints include Accountability / MPP responsibilities, commitment in handling patient complaints, MPP collaboration strategy, coordination strategy, MPP strategy related to facilities and advocacy.

Requirements to become an MPP at RSUD dr. Iskak Tulungagung Regency is in accordance with theory, but there are several MPPs that have not yet been ACM certified, especially MPPs that are still new, so it is hoped that in the future they will also undergo ACM certification. MPP's competency in handling customer complaints is always improved by participating in various trainings related to patient services both held internally and externally. MPPs in handling customer complaints respond quickly, MPPs have a commitment to resolving customer complaints, all health service providers and customers understand the complaint handling process. MPP in handling complaints also does it fairly for Dr. RSUD. Iskak and for customers, for this reason MPP always collaborates and coordinates with health service providers and provides advocacy to customers.

MPP's strategy in handling complaints, MPP has a sense of responsibility and commitment in handling complaints, MPP always comes to the room if the room experiences complaints in handling customer complaints. MPP also uses collaboration, coordination, facilitation and advocacy strategies. By having an MPP who is competent and has a strategy in handling customer complaints, the hospital will always make continuous improvements so that the quality of the hospital can be maintained and customers feel satisfied using the services of RSUD Dr. Iskak Tulungagung to get health services.

CONCLUSION

Based on the results of the research and discussion carried out in the previous chapter, it can be concluded that:

1. Competence of the patient service manager (MPP) in handling patient complaints at RSUD dr. Iskak Tulungagung Regency has been appropriate in supporting the implementation of Patient Centered Care (PCC) at RSUD dr. ISKAK Tulungagung, with the appointment of MPP, has met the criteria, has received additional training and is already certified, is competent in handling complaints, is able to collaborate with management, health service providers and customers, is able to provide advocacy to patients and is able to manage resources.
2. The patient service manager's strategy in handling patient complaints at Dr ISKAK Tulungagung Regional Hospital has been able to improve sustainable quality, by showing that MPP has accountability/responsibility, MPP has a commitment to handling patient complaints, MPP has a collaboration and coordination strategy, and MPP has have strategies related to facilities and advocacy.

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