

STUDY OF RISK MANAGEMENT IMPLEMENTATION IN HOSPITAL X, DENPASAR CITY, BALI PROVINCE

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Abstract

Various variables, both external and internal, can directly or indirectly hinder the achievement of organizational goals and objectives. Therefore, it is necessary to implement integrated risk management in every decision making, preparation and implementation of programs and activities. The purpose of this study was to determine and analyze the implementation of risk management policies, factors that hinder policy implementation, and solutions to overcome inhibiting factors in the implementation of risk management policies at X Hospital, Denpasar City, Bali Province. This study used a descriptive qualitative research method. The results showed that the implementation of risk management policies at X Hospital, Denpasar City, which included; (1) Communication: communication media is still conventional, while the delivery of one-way information from superiors to subordinates is still long (2) Resources: there is no clear budget line item that mentions risk management (3) Disposition: risk management has not become a culture that requires high commitment (4) Bureaucratic Structure: already in accordance with hospital work procedures. In addition, this study also found risk management implementation strategies, namely; (1) modernization of communication media and continuous socialization of risk management (2) special budget planning for risk management (3) maximizing rewards and punishments for all parties (4) Periodically review the risk management framework based on risk reports and progress of plans and policy implementation. This research is hoped to provide information and input for stakeholders in the region on the implementation of risk management policies.

Keywords: Hospital, Implementation, Risk Management.

A. INTRODUCTION

Strengthening health services is carried out with strategies to improve access to health services, optimize the referral system, and improve quality using a continuum of care approach and risk-based health interventions (Betan et al., 2023). Various factors, both external and internal, can directly or indirectly hinder the achievement of organizational goals and objectives (Pujosiswanto et al., 2020). The uncertainty in achieving these goals and objectives is referred to as risk. If the organization cannot manage risk, it will likely fail to meet its set goals and objectives (Thian, A., 2021).

The implementation of the internal control system in the government environment requires the application of risk management to create good governance (Ompusunggu, 2020). Article 13 of Government Regulation Number 60 of 2008 concerning the Government Internal Control System mandates that the heads of government agencies conduct risk assessments, emphasizing that risk assessment and control are the responsibilities of the

heads of government agencies. Article 3 states that risk management application is integrated and becomes an integral part of government agency activities. With the increasing complexity of government administration to achieve efficiency, effectiveness, economy, credibility of financial reports, safeguarding state assets, and compliance with laws and regulations in the Ministry of Health, it is necessary to apply integrated risk management in every decision-making, program preparation, and activity implementation (Sidiq et al., 2021).

In Article 1 of the Indonesian Minister of Health Regulation Number 25 of 2019, risk is defined as the possibility of an event occurring that negatively impacts the achievement of organizational goals. The application of Risk Management aims to anticipate and address all forms of risk effectively and efficiently, increase compliance with regulations, provide a basis for decision-making and planning, and enhance goal achievement and performance improvement (Liwang et al., 2023).

Hospitals are complex organizations that provide basic and referral health services after community health centers, and they have evolved into places for research and education (Suparman, 2020). One of the regulations governing hospital operations aims to protect the safety of patients, the community, the hospital environment, and human resources within the hospital. Article 43 of the Hospital Law states that "the government requires hospitals to implement patient safety standards, which is realized through the implementation of a risk management program." In addition to contributing to patient safety, risk management also embodies the principles of good corporate governance.

Hospital services are unique and high-risk functions because they involve human life safety, which cannot be compared to financial indicators (Hasibuan et al., 2020). Furthermore, the scope of hospital services will often face unpredictable, complex, and diverse conditions (Muntaha, H., 2022). This highlights the importance of hospital management's preparedness in implementing strategies for handling operational risks as the main point that ensures the quality and continuity of hospital services (Handoko & Yang, 2020). This is the case with a hospital that has implemented risk management, namely Hospital X in Denpasar City.

Risk management at Hospital X is defined as a proactive and continuous process that includes identification, analysis, evaluation, control, communication of information, monitoring, and reporting of risks, including various strategies to manage risks and their potential (Radiansyah et al., 2023). The goal of implementing integrated risk management is to reduce the surprises of unwanted risks and losses in the hospital (Indriyani et al., 2022). From preliminary interviews and further preliminary studies, it was found that risk management at Hospital X has not been optimally implemented, and the objectives of risk management policy implementation at Hospital X have not been achieved.

Based on the background described above, the researcher is interested in studying the implementation of risk management policies at Hospital X, Denpasar City, Bali Province. With three research questions formulated as follows: 1) Why is the implementation of Risk Management policies at Hospital X not optimal?; 2) What factors hinder the implementation of Risk Management policies at Hospital X?; 3) What solutions can overcome the hindering factors in the implementation of Risk Management policies at Hospital X?.

B. LITERATURE REVIEW

"Implementation is an activity carried out by policy executors to achieve the goals or targets set in a policy (Rodiyah et al., 2022). Based on this view, policy implementation is intended to understand what happens after a program is formulated and what impacts arise from the policy program. Policy implementation is not only related to administrative issues

but also examines the environmental factors that influence the policy implementation process (Kristian, I., 2023).

(Edward III in Tahir, 2020), states that in policy implementation, to answer questions related to the preconditions for the success of a public policy and the main obstacles to the success of public policy, Edward III proposed four variables that influence policy implementation: communication, resources, disposition/attitude of implementers, and bureaucratic structure. These four variables are interrelated, influencing policy implementation both directly and indirectly, and each aspect affects the others. According to the author's understanding, this theory is the most relevant and can address the problems of risk management policy implementation at Hospital X.

C. RESEARCH METHODOLOGY

This research uses a descriptive qualitative research method. The study emphasizes issues and meanings of perception, focusing on discovering facts as they truly are. Using a qualitative approach, qualitative research essentially involves "observing people in their living environments, interacting with them, trying to understand their language and interpretation of the world around them" (Sugiyono, 2017), in this case, the environment of Hospital X, Denpasar City, Bali Province.

In qualitative research report writing, it includes data (facts) quotations revealed in the field to support what is presented in the report. The data collection methods used, as is common in qualitative research, include observation, interviews, documentation studies, and online data tracing. In determining informants, the technique used is "purposive sampling," which is based on the objectives the researcher wants to achieve (Sugiyono, 2017).

In this study, qualitative data analysis techniques were used with an interactive model, where the components of data reduction and data presentation are carried out together with data collection. Then, after the data is collected, these three components interact, and if the conclusions are found to be insufficient, verification is necessary, and the researcher returns to collect more field data (Miles & Huberman, 1992). The technique for checking the validity of data in this study uses data source triangulation. The researcher collects similar data from different sources. This is done by (1) comparing observational data with interview results; (2) comparing the conditions and perspectives of one person with various other people's opinions; and (3) comparing interview results with relevant documents (Moleong, 2006).

D. RESULTS AND DISCUSSION

Implementation of Risk Management Policy at Hospital X, Denpasar City, Bali Province is Not Yet Optimal Communication

The research results show that the purpose of communication generally explains the Risk Management process at Hospital X, Denpasar City. In managing risk, the communication or consultation process aims to obtain accurate information and to communicate each step taken in the risk management process so that the parties involved can carry out their responsibilities properly. This also ensures a common understanding of risk management implementation at all staff levels. The risk management policy outlines the roles and responsibilities of the leadership and staff units in the hospital. The application of risk management in the hospital includes the establishment of a risk management structure, the implementation of risk management strategies, and the conduct of the risk management process (Firmansyah, 2022).

The implementation of Risk Management consists of several process stages, starting with internal communication within the organization. This involves all hospital units through

regular and incidental meetings, seminars, socialization, and workshops. Then, the context is established, risks are assessed, and risks are managed. The hospital continuously monitors and reviews the process. Communication greatly influences the success of policy implementation. Often, desired outcomes are not achieved due to communication failures (Kusnaldi et al., 2020). Communication media are still conventional, and the flow of information is one-directional from superiors to subordinates, which takes a long time to reach the implementation stage (Suryana et al., 2021). Therefore, training to align concepts according to the vision and mission of Hospital X is necessary, along with maximizing existing communication media.

The results of this research support Edward III's theory, which states that the success of policy implementation requires that implementers know what needs to be done. The goals and objectives of the policy must be communicated to the target group to reduce implementation distortions. If the goals and objectives of a policy are unclear or unknown to the target group, resistance from the target group is likely to occur.

Resource

Regarding Human Resources (HR), the research results show that the risk management program in the hospital starts with establishing policies, implementation strategies, and risk management methodologies (Sri Rusmini, 2022). The Director of Hospital X formed a quality committee, which includes a chairman, a secretary, and three sub-committees, one of which is the risk management sub-committee tasked with guiding the implementation of risk management. Risk management is carried out at all levels in the hospital, from the implementers to the directors. The implementation of risk management is done by all HR at all levels and all units as risk owners. The HR at Hospital X varies, with some not fully understanding what risk management is, and not all HR have the same communication skills (Meithiana et al., 2019). Although human resources are available, there is a need to deepen understanding of what risk management is and how to handle it; all HR need to be trained and must understand risk management (Winata, 2022).

Regarding funding sources, the research results show that there is not yet a clear budget line specifically for risk management, but it is fragmented according to needs. The funding source is attached to one of the programs and activities carried out by the hospital, not specifically for risk management activities. In terms of funding, there is oversight from the Internal Audit Unit (SPI) and the Financial and Development Supervisory Agency (BPKP), ensuring that the use of funds aligns with our needs. The budget is divided into priorities, and not all can be met, which certainly affects the implementation of risk management. The existing funds are allocated for incident management, meaning if there is damage, there is funding for repairs, but there is no special budget allocation for risk management maintenance.

Regarding the availability of facilities and infrastructure, the research results show that the hospital has provided facilities and infrastructure that can be used for risk management activities. However, there is a need to further improve them according to the requirements of risk management to avoid risks in the hospital. Many facilities and infrastructure are still inadequate for implementing risk management and have not received special attention. New facilities are good, but some old ones are still in use, affecting the implementation of risk management.

These research findings support Edward III's theory that even if the policy content is communicated clearly and consistently, if the implementers lack the resources to execute it, implementation will not be effective. These resources include human resources, such as the

competency of the implementers, and financial resources. Resources are crucial for effective policy implementation. Without resources, policies will remain on paper as documents only.

Disposition

The study results show that the commitment of the employees involved in the implementation of the Risk Management Policy at Hospital X, Denpasar City, was initially quite strong. The strength of this commitment is significantly influenced by education, knowledge about what risk management is, individual awareness of risks in their work unit, position or job title, the working environment, and regular monitoring and evaluation by superiors. The decline in commitment is also due to feelings of boredom, as some employees are approaching retirement and have been in the same place for too long, leading to monotony.

These findings support Edward III's theory, which states that disposition refers to the traits and characteristics of the implementers, such as commitment and a democratic nature. If the implementers have a good disposition, they can execute the policy effectively as intended by the policymakers. If not, the policy implementation process becomes ineffective.

Struktur Birokrasi

The study results show that the implementation of the Risk Management Policy at Hospital X, Denpasar City, which is complex in nature, demands cooperation from many parties. The implementation of the Risk Management Policy at Hospital X, Denpasar City, is structured within a workflow that adheres to the Hospital's Organizational Structure and Work Procedures (SOTK). At the hospital level, there are positions from Echelon II down to Echelon III, and at the lower levels, many non-functional positions have been organized. Guidelines for organization, descriptions of main tasks, and functions as part of the organizational structure are complete, from the lowest level to middle and top management. There is a clear hierarchy for reporting and monitoring, with clearly defined roles for supervision. The procedures for service delivery and program implementation are regulated in SOPs, while the supervision hierarchy in Hospital X operates according to the existing organizational structure, from the directors overseeing departments, departments to unit heads, and then to installation heads and technical staff.

These findings support Edward III's theory, which states that the organizational structure responsible for implementing the policy has a significant influence on policy implementation.

Factors Hindering the Optimal Implementation of Risk Management Policy at Hospital X, Denpasar City, Bali Province

Communication

The research findings indicate that communication-related obstacles stem from the less-than-optimal understanding of risk management at the management level. Communication media, such as meetings, are underutilized for the essence of risk management, thereby limiting the implementation of risk management. Additionally, internal and external training or workshops have not been optimized in providing understanding of risk management to all staff.

Resource

The research findings reveal that obstacles related to resources, particularly Human Resources (HR), are due to suboptimal communication. Regarding funding, there is currently no specific allocation for risk management, which poses a significant challenge in providing maintenance for facilities and infrastructure.

Disposition

The research findings indicate that there should be no significant value differences between policymakers or leaders and implementers; any differences should be minimal. If

there is a large or opposing value gap, achieving the objectives of the risk management policy at Rumah Sakit X, Kota Denpasar, becomes challenging. Risk management has not yet become part of the organizational culture, and a high level of commitment is a crucial characteristic that employees must possess to effectively implement risk management.

Bureaucratic Structure

The research findings indicate that the bureaucratic structure is not a hindrance, as the structure already includes descriptions of the duties, responsibilities, and authority of each structural official and risk management manager. However, a very long organizational structure tends to weaken oversight, which can be a challenge for the implementation of risk management policies at Rumah Sakit X, Denpasar, which requires monitoring and evaluation in policy execution. Oversight is crucial because, once again, it requires a deeper understanding from the supervisory level to the implementers. If understanding is lacking, oversight will also be insufficient.

Solutions to Address Hinderling Factors in the Implementation of Risk Management Policies at Rumah Sakit X, Denpasar, Bali for Optimal Results

Communication

The results of the study show that solutions to address communication barriers include several approaches: Maximize Training Implementation: Tailored Training: Enhance staff understanding of risk management by targeting training to meet specific needs. Organize classes based on professional specifications or classifications. Create official assignments for attending training, with the results used to evaluate performance, boost motivation: Capacity Building: Conduct engaging capacity-building activities, such as outdoor or in-class workshops, to increase interest and provide hands-on experience, moving beyond theoretical knowledge, optimize communication media: Incorporate Risk Management in Meetings: Ensure that risk management is included as a topic in meeting agendas to reinforce its importance and integrate it into regular discussions..

Resource

The results of the study show that solutions to address barriers related to resources, particularly human resources, include: Socialization and Refreshers: Conduct socialization and refreshers to remind staff during monitoring and evaluation (monev) meetings, installation meetings, monthly evaluations, and more effective training sessions. Evaluate Training Results: Evaluate the results of training and coordinate efforts to align perceptions, ensuring that everyone has a consistent understanding for effective communication. Impact of Human Resources: Human resources can influence staff attitudes and communication, so it is necessary to establish additional skill specifications during the recruitment of new employees.

From the source of funds, in this case the use of funds is based on a priority scale, before planning, procurement is decided, it needs to be discussed in advance with each user, which one is prioritized. The joint commitment of all proactively to support the implementation of risk management starts from identifying risks in their respective units, when they have identified the risks as a whole in the unit will become material for preparing hospital planning, so that in terms of funding sources, funds will be allocated for risk management, so that infrastructure needs are met, maintenance of equipment and facilities can be handled earlier, not waiting for damage to be handled first. All are interrelated between communication media, then understanding of human resources also supports funds, infrastructure and the attitude of implementers.

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Bureaucratic Structure

The results showed that the solution to overcome obstacles from the bureaucratic structure factor by understanding the job descriptions, responsibilities, authorities of each and carrying out properly according to what has been mandated by the leadership, supervision can be done optimally through a common understanding of the implementation of risk management.

E. CONCLUSION

The results showed that the implementation of risk management policies in Hospital X, Denpasar City, Bali Province which included; (1) Communication: Communication: communication media is still conventional while the delivery of one-way information from superiors to subordinates is still long (2) Resources: there is no clear budget line item that mentions risk management (3) Disposition: risk management has not become a culture that requires high commitment (4) Bureaucratic structure: already in accordance with hospital work procedures. To the Director of Hospital X, Denpasar City, Bali Province as a policy maker, it is recommended to make risk management a culture in providing services in the hospital, increase the understanding of all staff about risk management with continuous socialization, develop and support risk management communication media, maximize the provision of rewards and punishments to all parties.

Based on the research results and conclusions stated earlier, it can be recommended to the Director and Management of Hospital X, Denpasar City, Bali Province as follows: 1). Make special budget planning for risk management, ensure the effectiveness of the risk management framework that information about risks derived from the risk management process is adequately reported and used as a basis for decision making and fulfillment of accountability. 2). Periodically reviewing whether the risk management framework, policies and plans are still appropriate, considering risk reports, progress against the risk management plan and how well risk management policies are implemented.

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