

ISSN-0976-0245 (Print) • ISSN-0976-5506 (Electronic)

Volume 9

Number 1

January 2018



Indian Journal of Public Health Research & Development

An International Journal

SCOPUS IJPHRD CITATION SCORE

Indian Journal of Public Health Research and Development
Scopus coverage years: from 2010 to 2017 Publisher:
R.K. Sharma, Institute of Medico-Legal Publications
ISSN:0976-0245E-ISSN: 0976-5506 Subject area: Medicine:
Public Health, Environmental and Occupational Health
CiteScore 2015- 0.02
SJR 2015- 0.105
SNIP 2015- 0.034



Website:

www.ijphrd.com

The Analysis of Strategic Plan on Sambang Lihum Psychiatric Hospital Kalimantan, Indonesia 2016-2021 toward Drug Rehabilitation with Good Clinical Governance Framework

Riswan Iriyandy¹, Husaini², Eko Suhartono³, **Roselina Panghiyangan³**, Bahrul Ilmi⁴, Nurul Rahmi⁵

¹Master of Public Health Science Program, ²Public Health Study Program, ³Faculty of Medicine, Lambung Mangkurat University, Kalimantan Selatan, Indonesia, ⁴Polytechnic of Health, Ministry of Health Republic Indonesia, Banjarmasin, Kalimantan Selatan, Indonesia, ⁵Faculty of Tarbiya, Antasari State Islamic University, Banjarmasin, Kalimantan Selatan, Indonesia

ABSTRACT

The strategic plan will be able to overcome the problems in hospitals are required for clinical governance leads to be good. The strategic plan on Sambang Lihum Psychiatric Hospital issued in 2016, need to analyze with a good clinical governance framework. The design of this research is qualitative with phenomenology approach. The research informants are hospital director, program staff and staff in charge of drug rehabilitation. Results of the analysis showed that the strategic plan 2016-2021 of Sambang Lihum Psychiatric Hospital on drug rehabilitation, in general, has led to good clinical governance which can be seen from the efforts made, focus on the consumer. Customer value in the form of a satisfaction survey, focus group discussion and availability of information has been managed well. The performance management and clinical evaluation of standard operating procedures, clinical pathways, and clinical audit have been carried out properly. Risk management monitoring and reporting of unexpected events are undertaken and clinical audits in case of unexpected events. The unresolved thing is the management and professional upgrading of unresolved credentials of all unfilled professions and human resources (addictive counselors).

Keywords: *drug rehabilitation, sambang lihum psychiatric hospital, strategic plan, good clinical governance.*

INTRODUCTION

The concept of clinical governance developed by Scally and Donaldson (1998) adopted in Indonesia to increase the quality of clinical care and patient safety and is expected to be a framework for improving the quality of clinical services at the hospital. Clinical governance is a framework that aims to ensure that health services can be held either by a high standard of service and did in the work environment with a high level of

professionalism.^{1,2}

The final goal of good clinical governance is to improve health status through the maximum of clinical effort at the most efficient cost. Four pillars of good clinical governance that customers value, performance management and clinical evaluation, risk management, and managing and enhancing a professional.^{3,4}

In 2016, Sambang Lihum Psychiatric Hospital issued a strategic plan for the period 2016-2021. Sambang Lihum Psychiatric Hospital has a very strategic role, and the only one dealing with mental disorders and drug rehabilitation and becomes a referral center in South Kalimantan.⁵

The previous research found that the drug rehabilitation at Sambang Lihum Psychiatric Hospital

Corresponding author:

Riswan Iriyandy

Public Health Study Program, Faculty of Medicine,
Lambung Mangkurat University, Jalan A. Yani, Km.36,
Banjarbaru, 70714, Kalimantan Selatan, Indonesia,
email : bro.reswan@gmail.com

has not done the maximum. It deals with the rehabilitation program are incomplete, inadequate infrastructure, poorly trained staff, lack of empathy in their work and a lack of cooperation between staff, lack of allocation of funds for the rehabilitation program, as well as the lack of cooperating with other agencies concerned.⁶

According with the strategic plan 2016-2021 of Sambang Lihum Psychiatric Hospital stated that they committed to enhance or develop the facilities and infrastructure of mental health services, improve the hospital information system management, improving the quality and quantity of human resources, improving the quality of mental health services through hospital accreditation and quality assurance management, enhancing or developing mental health service coverage, improving or developing public health services and increasing the efficiency and effectiveness of health care financing through the guarantee of health costs (total coverage).⁵

Therefore, it is important to analyze the strategic plan 2016-2021 of Sambang Lihum Psychiatric Hospital with good clinical governance framework.

MATERIALS AND METHOD

This is a qualitative study with a phenomenological approach. The research was conducted at Sambang Lihum Psychiatric Hospital South Kalimantan. The object of research is a strategic plan of Sambang Lihum Psychiatric document year 2016-2021 with the informants who are hospital director, program, and planning staff, and 2 staffs working in drug rehabilitation room of Sambang Lihum Psychiatric Hospital. The research instrument is the researcher himself. Data were taken with in-depth interviews, field observations and document studies. The tools used are recording instruments, stationery, and notebooks.

RESULTS AND DISCUSSION

This study was to analyze the strategic plan of Sambang Lihum Psychiatric Hospital with four pillars of good clinical governance, namely customer value, performance management and clinical evaluation, risk management, and management and professional enhancement. Sambang Lihum Psychiatric Hospital in 2016 issued a strategic plan for the period 2016-2017. The vision contained in the formulation of strategic plan 2016-2021 is "Creating the hospital which

always acted, and adapted and transformed quickly, including a creation and innovation and always in front of other hospitals, both a psychiatric hospital and general hospital throughout Indonesia". The vision with 35 words has own meaning each word so that if not done a good socialization can cause different perceptions by every individual in the hospital.

The missions listed in the strategic plan 2016-2021 are:

1. Creating visionary, transformative and kindly leadership for the smooth process of regeneration.
2. Creating an employee who cares and empathizes with clients and has a responsible membership, excellent service, with total adherence to service provisions including the prevention of corruption, collusion, and nepotism.
3. Creating togetherness based on discipline, communication, justice and mutual understanding for the commonweal.
4. Maintaining the environment, in order to remain sustainable and seek medical and non-medical measures in a plenary, to follow to preserve the environment.

Based on the exposure of the mission can be concluded that the Sambang Lihum Psychiatric Hospital has led to the principles of good clinical governance that is focused on the consumer.

Customer Value

Based on observations of the Sambang Lihum Psychiatric Hospital strategic plan documents and interviews with executive staff and the Director of Sambang Lihum Psychiatric Hospital with regard to customer value can be concluded that the policy direction of Sambang Lihum Psychiatric Hospital always focussed to the patient, as a benchmark conducted customer surveys focus groups discussion did as an effort to pay attention of consumer interests, dissemination of information is also maximized through health education, leaflets, and websites that are well managed. Informed consent is an approach to the truth and patient involvement in decisions about treatment also performed well as a form of commitment the Sambang Lihum Psychiatric Hospital on the service involve patients and families that a good clinical governance area of communication competence and customer value is the participation of

patients and customers.^{5,7,8}

Another thing that is contained is increasing the efficiency and effectiveness of health care financing through the guarantee of health costs are in line with the Strategic Plan of the Ministry of Health in 2015-2019 which at one point is to develop and increase the effectiveness of health financing.^{5,9}

Performance Management and Clinical Evaluation

Policies related performance management contained in the strategic plan 2016-2021 of Sambang Lihum Psychiatric Hospital is to enhance the quality of mental health services through quality assurance management. The quality standard becomes one of Sambang Lihum Psychiatric Hospital tactics that is an effort to perform service that fulfills standard and believed to have the best quality, from the side of healing, security, financing and client's satisfaction. Step in ensuring performance management is contained in the standard operating procedures, clinical pathways, and clinical audit.⁵

Clinical pathways incorporate all health worker standards systematically. The action is given a uniform standard of care, but still, consider individual aspects of patient and customer satisfaction indicators, there is a tendency increased after the implementation of a clinical pathway.^{10,11}

The clinical audit at Sambang Lihum Psychiatric Hospital was conducted by the committee concerned with the assistance of Internal Audit Unit (IAU) established by the Director of Sambang Lihum Psychiatric Hospital. The clinical audits bring a positive and significant impact on the effectiveness of operational audit of health services.¹²

In this section, Sambang Lihum Psychiatric Hospital already led to the principles of good clinical governance.

Risk management

Risk management is contained in the first mission is to improve preventive mental health services. The indicators are the achievement of a reduction in treatment days, no suicides during treatment and no cases of patients running during treatment. Efforts are made therein to prevent unexpected events in the form

of recording and reporting.^{5,13}

Recording and reporting of indicators/quality objectives is the act of recording, monitoring and reporting quality indicators/targets undertaken by all related units. Reporting is how to make the evaluation of the implementation of these activities, in this case, related indicators of quality of hospital and when the report should be made. Each reporting, if necessary clinical audit involving all committees related with the assistance of the Internal Audit Unit (IAU) Sambang Lihum Psychiatric Hospital, this is done in addition to maintaining the quality of the hospital, also to avoid medical personnel charged with a law case.¹³

In this section, we can also be said that Sambang Lihum Psychiatric Hospital focuses on patients who are good clinical governance principles.

Professional management and upgrading

The strategies developed to achieve the goals and objectives of professional management and improvement that can be seen in Sambang Lihum Psychiatric Hospital Strategic Plan 2016-2021 is to improve the planning, procurement, and utilization of competent Human Resources (Health Workforce). Some of the strategies and policies related to professional improvement is to increase the quality and quantity of human resources, budgets inventory increased for education and training and operational use of medical equipment and the provision of reward and punishment to enforce discipline.⁵

Sambang Lihum Psychiatric Hospital have done the credential process. A right but it has completed the nursing profession credentials only, while other professions are still in the process of implementation. Although it has been implemented, it must still need ratification by the document, considering that nowadays many hospitals are sued by law. Credentials are performed to obtain clinical authority for medical personnel. Clinical privilege is the exclusive right of a medical staff to perform a certain group of medical services in a hospital environment for a certain period conducted by clinical appointment. One element of malpractice is not followed professional standards and standard operating procedure.^{14,15,16,17}

Another effort done by Sambang Lihum Psychiatric Hospital is by recruitment. The need for health

workforce undertook a driving factor for recruitment of health workforce. The recruitment process at Sambang Lihum Psychiatric Hospital through the reception of civil servants and non civil servants. Civil servant income depends on the allocation of human resources from the Provincial Government of South Kalimantan through the Local Employment Agency. As for non-civil servant employees must still get an approval from Local Employment Agency of South Kalimantan Province. The problem that occurs is with regard to human resources, South Kalimantan Local Employment Agency has no legal rules for the formation of counselor addition, so the result is the unavailability of human resources counselor addition. However, Sambang Lihum Psychiatric Hospital has taken coordination steps.^{18, 19}

Other efforts in professional management and upgrading conducted at Sambang Lihum Psychiatric Hospital are through formal and informal education and ongoing training. Continuous education and training is something that must be implemented in ensuring the competence of employees, planning must be done carefully, especially in terms of implementation budget. The budget amount will be efficient if the human resource character matches the character of the hospital. However, the budget becomes big if necessary to transform human character that is different from the culture and value of the hospital organizations.²⁰ This means that education and training should be adjusted to the hospital necessary and the selection of the right employees. Informal education includes external training and internal training. Training and education are given as a reward to employees who have worked well and have the potential to be developed.

All the areas of competence of good clinical governance, management, and professional improvement have done by Sambang Lihum Psychiatric Hospital, although not perfect, especially in the credentials and human resource procurement.

CONCLUSION

1. Analysis of the strategic plan 2016-2021 Sambang Lihum Psychiatric Hospital for the rehabilitation of drug with good governance framework was found that in general has led to good clinical governance which can be seen from the efforts made to focus on the consumer.

2. Regarding customer value, satisfaction surveys, focus group discussions and the availability of information has been managed well. Based on the clinical evaluation of performance management and standard operating procedures, clinical pathways and clinical audit have been carried out properly. On risk management, monitoring and reporting of unexpected events are carried out and a clinical audit in case of unexpected events.

3. The unresolved thing regarding professional management and improvement, the unresolved is the unfinished credentials of all unfulfilled professions and human resources (addiction counselors).

Ethical Clearance: This study was approved and received permission from the Public Health Research Ethics Committee of the Faculty of Medicine, Lambung Mangkurat University, Indonesia. In this study, we follow the guidelines of the Ethics Committee to obtain ethical permits and informed consent. Includes research title, objectives, informant's right, confidentiality, and signature.

Source Funding: This study done by self funding from the authors.

Conflict of Interest: The authors declare that they have no conflict of interest.

REFERENCES

- [1] Hanevi, D. Clinical Governance Application Through ISO 9000: Case Studies in Two Hospital East Java Province. *Jurnal Pusat Manajemen Pelayanan Kesehatan Faculty of Medicine, Gadjah Mada University. Yogyakarta.* 2006. p.84.
- [2] Scally, G. & Donaldson, L.J. Clinical Governance and The Drive for Quality Improvement in The New NHS in England. *Journal BMJ*, 317(7150). 1998. p.61– 65.
- [3] Bayu. Final Destination of Good Clinical Governance Application. *Scientific article.* 2012.
- [4] Departement of Health, Government of Western Australia. *Clinical Governance Standards for Western Australian Health Services Information Series No. 1.4.* 2005.
- [5] Dharma Putra, IBG. *Strategic Plan 2016-2021.*

- Sambang Lihum Psychiatric Hospital. Banjar. 2016
- [6] Iriyandy, R. The Overview of Implementation Resident Care Therapeutic Community Method in the Misuse of Drugs on Safir Room Campus UNITRA Sambang Lihum Psychiatric Hospital in 2012. Essay. STIKES Cahaya Bangsa. Banjarmasin. 2012.
- [7] Thiroux, J. Ethics: Theory and Practice (11th Edition). Pearson. New York. 2011
- [8] Indonesia Medical Management Doctor Association. Body of Knowledge and Competency Standards Doctor of Medical Management. PDMMI. Jakarta. 2012.
- [9] Ministry of Health Republic Indonesia. The Ministry of Health Strategic Plan 2015-2019. Jakarta. 2015.
- [10] Mirelli, T.M. Nursing Documentation Pocketbook Issue 3. EGC. Jakarta. 2007.
- [11] Sunaryanto, E. Budi. The Effect of Application of Clinical Pathway Toward Inpatient Services Quality Improvement in Schizophrenia Patients Dr. Radjiman Wediodiningrat Lawang Psychiatric Hospital. Thesis. Universitas Indonesia. Jakarta. 2016.
- [12] Retno Arvianita, R. The Effect of Operational Audit and Internal Control Effectiveness Against Health Care in Hospitals (Case Study on General Hospital Queen Latifa Yogyakarta). Dissertation, Faculty of Economic. 2015. p23.
- [13] Dharma Putra, IBG. Free Recording and Reporting Quality Indicators. Sambang Lihum Psychiatric Hospital. Banjar. 2016.
- [14] Dharma Putra, IBG. The decision of Sambang Lihum Psychiatric Hospital Director No:188.4/01 PRWT-/RSJ/2015 about Establishment of Free Credentials Nurses in Sambang Lihum Psychiatric Hospital. Sambang Lihum Psychiatric Hospital. Banjar. 2015.
- [15] Association of All Indonesian Hospitals. Credentials and Clinical Guidelines Authority (Clinical Privilege) at the Hospital. PDPERSI. Jakarta. 2009
- [16] Ministry of Health Republic Indonesia. The Law of Ministry of Health Republic Indonesia No:755/MENKES/PER/IV/2011 about Implementation of Hospital Medical Committee. Ministry of Health Republic of Indonesia. Jakarta. 2011
- [17] Hanafiah, M. Jusuf and Amri Amir. Medical Ethics and Health Law. 4th Edition. EGC. Jakarta. 2009
- [18] Claritsa. Analysis of Recruitment of Health Workforce in the South Minahasa Health Service. Journal ikmas. 2016. p.3.
- [19] Dharma Putra, IBG. Policy of Sambang Lihum Psychiatric Hospital Director No:188.4/121-TU/RSJ/2015 about Reception Staff Policy on Sambang Lihum Psychiatric Hospital. RSJ Sambang Lihum. Banjar. 2015
- [20] Sulistiadi, W. System of Performance-oriented Hospitals to Improve the Quality of Public Finance Journal Kesmas: National Public Health Journal. 2008. p. 234.