



Implementation of Strategic Risk Management in Improving the Quality of Services

Lukasiwan Eddy Saputro¹, Nurmadhani Fitri Suyuthi¹, Sri Adrianti Muin¹

¹Program Magister Manajemen Strategik, Fakultas Pascasarjana, Universitas Fajar

*Corresponding Author: Lukasiwan Eddy Saputro



Article Info

Article history:

Received 15 October 2023

Received in revised form 19

November 2023

Accepted 29 November 2023

Keywords:

Strategic Risk Management
Service Quality Improvement
Regional Hospital

Abstract

Lukasiwan Eddy Saputro. "Implementation of Strategic Risk Management in Improving Service Quality at Ratu Aji Putri Botung Penajam Paser Utara Hospital" (Supervised by. (Nurmadhani Fitri Suyuthi and Sri Adrianti Muin). This study aims to determine the Application of Strategic Risk Management in Improving the Quality of Services of Ratu Aji Putri Botung Hospital Penajam Paser Utara. This research was conducted at Ratu Aji Putri Botung Hospital North Penajam Paser. Data collection was done through observation, interviews, and documentation. This research data was analyzed using qualitative descriptive analysis to answer the formulation of research problems. Descriptive data obtained from observations, interviews, and documentation research will be analyzed. The results of this study found and showed that the Implementation of Strategic Risk Management at Ratu Aji Putri Botung Hospital has been proven to improve the quality of health services by optimizing operational efficiency and improving patient safety. Through risk identification and mitigation, the hospital is able to reduce medical errors and resource shortages. Despite the positive impact, there is room for improvement, such as increased staff training, utilization of information technology, and active involvement of leadership in the risk management process. With these measures, the RSUD can continue to strengthen its risk monitoring and evaluation system to provide higher quality and sustainable healthcare services.

Introduction

Health development has a goal as part of national development to be able to increase the willingness and ability of all people and awareness of healthy lifestyles to achieve the level of health that exists in society as a whole. Article 5 of the Health Law of the Republic of Indonesia No. 36 of 2009 states that everyone has the right to safe, quality, and affordable health services (Indonesia, 2009).

One of the health institutions that provides health services to the community is a hospital, it also has an important strategic role as an acceleration of improving health in the community. This is why hospitals must carry out high-quality services according to predetermined standards and reach all levels of society. Hospitals will not be able to function apart from the development of the times and science and technology. Both can create public awareness and demand for better health care (World Health Organization, 2004; Geisler et al., 2003). Hospitals as health institutions that deal directly with patients, this is what must be prioritized.

Services, which prioritize the interests of patients following hospital service standards (Article 29 b of the Health and Hospital Services Law, Law No. 44/2009). Patients, users of health services have the right to safety during hospital treatment (Health and Hospital Law Article 32n, Law No. 44/2009)

Good quality and service are the results that every hospital expects and desires. To achieve this requires careful consideration of input components including human, money, methods, machines, materials, markets. Male components, in this case both as medical and non-medical (HR) that exist, must be professional, skilled and have high performance. This is because the effective function of human resources can be affected by success or failure (Astuti & Sh, 2009). Achievement also requires a good process. This refers to the performance of health and non-health human resources in hospitals in providing services to patients (Elarabi & Johari, 2014; Agustian et al., 2023; Mohamed & Hameed, 2015).

Quality of service is the result of a system in a health service organization that is influenced by the hospital's strategic risk management. Organization (structure and culture), management, human resources, technology, equipment, finance are components of the structure. Service process, action procedures, information systems, administration systems, control systems, guidelines are process components. Patient safety is the result of interaction between structure and process components. The quality of hospital services can be seen from the following aspects: clinical aspects (doctors' services, nurses and related medical technical), aspects of efficiency and effectiveness of services, patient safety and patient satisfaction (Donabedian 1988, in Zineldin, 2006; Duggirala et al., 2008; Swain & Kar, 2018).

Every type of work in a hospital requires strategic risk management, including investment policies. The implementation of risk management is a challenge for hospital management that is quite difficult to implement (Hopkin, 2018). The board in working must also see how the organizational/company structure, financial conditions, infrastructure, personnel, information systems and control systems operating in the company are appropriate to support the implementation of strategic risk management (Dewi & Darma, 2019; Khoruzhy et al., 2022)

In the research of Sri Rezeki et al. (2022) it was found that risk management must be managed properly and integrated and there is also Risk Management of Hospital facilities and security so that all those at risk in the hospital must be identified, analyzed and solutions sought. This is one of the importance of strategic risk management in hospitals. With good strategic hospital risk management, the quality of hospital services will improve.

In Briner et al. research (2010), it was found that there were several things that could be obstacles in the implementation of strategic risk management of patient safety, namely the quality of service that was still minimal and had not followed the patient safety program planning. At the time of the service process, there was no reporting flow, and follow-up services for patients could also be said to have not been running optimally (Tristantia, 2018; Auraaen et al., 2020; Al Hassani, 2011).

The performance indicators in the services in the hospital as a whole cannot be said to be ideal, which is an indication that the hospital's performance cannot be fully realized, this can have an impact on the achievements of the hospital, namely the quality of service that can be said to be good. In addition, the implementation of strategic Risk Management at RSUD Ratu Aji Putri Botung Penajam Paser Utara has not been maximized.

Health development is an integral part of national development which aims to improve the health of the community as a whole (Simsekler et al., 2018; Shafiq et al., 2009). One of the health institutions that plays an important role in achieving this goal is the hospital. Hospitals are expected to be able to provide quality, safe health services that reach all levels of society. However, to achieve good quality of service, hospitals need to face various complex challenges, one of which is managing the risks inherent in every aspect of their services (Grabau, 2018).

Ratu Aji Putri Botung Regional Hospital, located in North Penajam Paser, is one of the hospitals that continues to strive to improve the quality of its services. As a hospital that serves the community in a developing area, this regional hospital has a big responsibility to ensure that the health services provided are not only affordable, but also safe and of high quality. In this context, strategic risk management becomes very important. Strategic risk management is a systematic process for identifying, evaluating, and managing risks that can affect the performance of the hospital and the quality of services provided to patients (Hopkin, 2018; Soto Lopez et al., 2022).

Initial observation results at RSUD Ratu Aji Putri Botung showed that the implementation of strategic risk management in this hospital is still not optimal. Some of the problems identified include the lack of awareness and understanding of the importance of risk management among hospital staff, especially at the operational level. Many of them have not received special training related to risk identification and mitigation, which results in a lack of preparedness in dealing with risks that may arise in daily services. This has an impact on patient safety, which should be a top priority in health services. Observation, (2024)

In addition, there are challenges in human resource (HR) management. Based on observations, there is still a shortage in terms of the number and quality of human resources with a health management background, which is needed to support the implementation of strategic risk management effectively. This condition is exacerbated by the minimal use of information technology in the risk management process, even though technology can help accelerate risk identification, reporting, and analysis. The limited use of information technology causes the decision-making process to often be slow and not based on accurate data.

From a structural aspect, hospital management is also faced with a lack of leadership involvement in the decision-making process related to risk management. Based on the results of observations, the role of leadership in supporting the implementation of risk management is still limited to general direction, without active involvement in direct monitoring. In fact, leadership involvement is essential to provide strategic direction and ensure that all procedures related to risk management are implemented properly.

Another problem that was also identified was the lack of innovation in the risk monitoring and evaluation system. RSUD Ratu Aji Putri Botung still uses a manual system to conduct risk monitoring, which is not only time consuming but also prone to human error. This has the potential to cause identified risks not to be addressed immediately, which can ultimately reduce the quality of service to patients.

Given these conditions, the importance of implementing better strategic risk management becomes very clear. Without integrated and effective risk management, RSUD Ratu Aji Putri Botung will find it difficult to achieve optimal service quality. Therefore, research on the implementation of strategic risk management in this hospital is very relevant. The aim is to identify existing constraints and provide recommendations that can improve the quality of service, both in terms of patient safety, operational efficiency and patient satisfaction.

The implementation of Strategic Risk Management at Ratu Aji Putri Botung Regional Hospital is expected to contribute to improving the quality of health services that are better, safer, and more sustainable. By properly identifying risks and developing effective mitigation strategies, the hospital can reduce incidents that harm patients and increase public trust. Therefore, this study will further explore the implementation of risk management and its impact on the quality of service in the hospital.

Methods

This type of research is qualitative research that uses a descriptive approach. Using descriptive research to describe the implementation of strategic risk management in improving the quality of service at Ratu Aji Putri Botung Penajam Paser Utara Regional Hospital. According to the statement, the role of the researcher in this qualitative research is to act as a planner, data collector, analyst and research initiator. Therefore, researchers are the key to research. To facilitate data collection on site, the author used a notebook and pen as data recording tools. The research location is at the Regional General Hospital in the Penajam area, the exact location is at the Ratu Aji Putri Botung Regional Hospital, Penajam Paser Utara.

Result and Discussion

Assessing the Implementation of Strategic Risk Management as a Determining Factor in Improving the Quality of Service at Ratu Aji Putri Botung Regional Public Hospital, Penajam Paser Utara

Strategic Risk Management is a way of determining measures or actions to anticipate or minimize risks caused by inaccuracy in making or implementing a strategic decision and failure to anticipate changes in the business environment (unexpected conditions). Strategic Risk Management involves identifying, assessing, and handling risks related to long-term goals and organizational sustainability. Triyono, (2019). Based on the results of the interview conducted by the researcher with the Chairperson of the Quality and Patient Safety Committee of Ratu Aji Putri Botung Penajam Paser Utara Regional Hospital as follows:

“Strategic Risk Management is a structured approach to managing risks at a strategic level that can impact the achievement of organizational objectives. It involves identifying, assessing, and addressing risks related to the long-term objectives and sustainability of the organization.” (Interview, NR, 2023).

Next, the researcher interviewed the Head of the Risk Management Sub-Committee of Ratu Aji Putri Botung Regional Hospital, Penajam Paser Utara regarding how the strategic risk identification process is carried out at Ratu Aji Putri Botung Regional Hospital, as follows.

“Yes sir, the risk identification process involves collecting historical data, analyzing trends, and consulting with key stakeholders in the organization to identify strategic risks that may affect service quality.” (Interview, YA, 2023)

Furthermore, the researcher asked the Head of Medical Services Division of Ratu Aji Putri Botung Regional Hospital, Penajam Paser Utara regarding how the implementation of Strategic Risk Management can improve the quality of services at Ratu Aji Putri Botung Regional Hospital, Penajam Paser Utara.

“The implementation of Strategic Risk Management can improve the quality of services at Ratu Aji Putri Botung Hospital by identifying risks that can affect the quality of health services, evaluating the impact of these risks, and developing strategies to reduce or eliminate these risks.” (Interview, M, 2023)

Based on the results of the interview conducted by the researcher with the Head of the Administration Section of Ratu Aji Putri Botung Regional Hospital, Penajam Paser Utara regarding the impact of Strategic Risk Management on operational efficiency at Ratu Aji Putri Botung Regional Hospital, Penajam Paser Utara.

“Strategic Risk Management can have a positive impact on operational efficiency at RSUD Ratu Aji Putri Botung by identifying and managing risks that can hinder the

hospital's goals as early as possible to take preventive measures, so that operational processes can run more smoothly and efficiently." (Interview, HR, 2023)

This is also in line with the statement of the Patient Service Manager as the Team tasked with ensuring that patient rights are met.

"Strategic Risk Management affects patient care at RSUD Ratu Aji Putri Botung by reducing risks that can affect the quality of health services, such as errors in medical procedures, lack of resources, and inconsistencies in services. By understanding and managing strategic risks, RSUD Ratu Aji Putri Botung can improve patient safety and improve the quality of health services." (Interview, R, 2023)

From the above explanation, the researcher concluded that in the context of RSUD Ratu Aji Putri Botung Penajam Paser Utara, Strategic Risk Management has a central role in managing risks that have the potential to affect the quality of health services. Strategic risk management practices involve steps to identify, evaluate, and handle risks related to long-term goals and organizational sustainability. Through interviews with related parties, several important aspects related to strategic risk management at the RSUD have been revealed.

The strategic risk identification process is carried out through historical data collection, trend analysis, and consultation with key stakeholders. This allows the identification of strategic risks that may affect the quality of health services. Furthermore, the implementation of strategic risk management at RSUD Ratu Aji Putri Botung focuses on three key steps: identifying risks, evaluating their impact on the quality of services, and developing strategies to reduce or manage these risks.

The impact of implementing strategic risk management appears significant. One of them is seen in improving the quality of service. Identification of risks that can affect the quality of health services helps the regional hospital evaluate the impact of these risks and develop strategies to reduce or manage them. Positive responses from patients also indicate that strategic risk management affects their experience at the regional hospital by reducing risks related to errors in medical procedures, lack of resources, and inappropriateness in services.

Strategic risk management also has implications for the operational efficiency of RSUD Ratu Aji Putri Botung. Through the identification and management of risks that hinder hospital operations, operational processes can run more smoothly and efficiently. This is in line with improving patient experience, because operational efficiency also contributes to improving the quality of health services.

In conclusion, strategic risk management at RSUD Ratu Aji Putri Botung Penajam Paser Utara has an important role in improving the quality of health services. Through a structured approach to managing risk, this hospital can identify, evaluate, and address strategic risks that can affect the quality of health services. Positive responses from patients indicate that these steps have had a real impact on improving patient experience and improving the overall quality of health services. Operational efficiency has also been shown to increase, indicating that strategic risk management not only impacts patient experience but also the hospital's internal processes Observation, (2023).

Next, the researcher interviewed the Head of the Patient Safety Sub-Committee of Ratu Aji Putri Botung Regional Hospital, Penajam Paser Utara regarding the impact of Strategic Risk Management on patient safety at Ratu Aji Putri Botung Regional Hospital, Penajam Paser Utara, as follows.

“Strategic Risk Management has a positive impact on patient safety at RSUD Ratu Aji Putri Botung, because it reduces risks that can affect patient safety, such as errors in medical procedures, reducing or eliminating the risk of patient falls, medication errors and others. By understanding and managing strategic risks, RSUD Ratu Aji Putri Botung can certainly improve patient safety and improve the quality of health services.”(Interview, YA, 2023)

Next, the researcher interviewed the Chairperson of the Supervisory Board of Ratu Aji Putri Botung Regional Hospital, Penajam Paser Utara regarding how Strategic Risk Management affects the sustainability of services at Ratu Aji Putri Botung Regional Hospital, Penajam Paser Utara, as follows.

"Strategic Risk Management greatly affects the sustainability of services at Ratu Aji Putri Botung Regional Hospital, Penajam Paser Utara, as seen from the Monitoring and Evaluation of the Maturity of Risk Management Implementation at Ratu Aji Putri Botung Regional Hospital carried out by BPKP in 2022 with Defined results or a value above 70 out of 100, this illustrates that strategic risk management has been implemented and has an impact on the sustainability of the hospital and improving the quality of health services." (Interview, T, 2023) .

Based on the results of observations and interviews with researchers Based on interviews with the Head of the Patient Safety Sub-Committee of Ratu Aji Putri Botung Regional Hospital, Penajam Paser Utara, Strategic Risk Management has a significant impact on patient safety in the hospital. By reducing risks that can affect patient safety such as errors in medical procedures, the risk of patient falls , and inconsistencies in services, this approach helps improve overall patient safety. Through a better understanding of strategic risks and their management, Ratu Aji Putri Botung Regional Hospital is able to improve patient safety aspects and indirectly improve the quality of health services provided.

In addition, the results of the interview with the Chairperson of the Supervisory Board of RSUD Ratu Aji Putri Botung Penajam Paser Utara, showed that Strategic Risk Management also affects the sustainability of the hospital. Risks that can disrupt the sustainability of the hospital, such as failure in medical procedures, lack of resources, and inconsistencies in services, can be managed and reduced through a strategic risk management approach. By understanding and managing these risks, RSUD Ratu Aji Putri Botung can strengthen the sustainability of the hospital and overall improve the quality of health services provided to patients.

The positive impact of Strategic Risk Management on patient safety at RSUD Ratu Aji Putri Botung is the result of efforts to identify and reduce risks that can harm patients. The strategic risk identification process that involves in-depth analysis of medical procedure errors, resource shortages, and inconsistencies in services, helps the hospital to formulate appropriate strategies to address these risks. This in turn affects patient safety by reducing incidents that can harm them during medical care.

Furthermore, the influence of Strategic Risk Management on the operational efficiency of RSUD Ratu Aji Putri Botung is very important. By reducing risks that can disrupt the continuity of hospital operations, such as failure in medical procedures, reducing or eliminating the risk of patient falls , and budgeting discrepancies , the hospital can run more efficiently and effectively. This risk management helps create a more stable and well-managed environment, supporting the long-term sustainability of the hospital.

It is important to note that the Strategic Risk Management approach at RSUD Ratu Aji Putri Botung Penajam Paser Utara not only has an impact on improving patient safety and hospital

sustainability, but also directly contributes to improving the quality of health services provided to patients. Through better risk management, hospitals are able to provide better, safer, and more sustainable services to communities in need of medical care.

In the context of hospital management, strategic risk management has proven itself as an effective tool in responding to existing risks, driving improvements in patient safety, hospital sustainability, and overall health care quality. This shows the importance of implementing this approach in the health care environment to ensure quality and sustainable services to patients. Observation, (2023)

Analyzing the Impact and Contribution of Strategic Risk Management to Operational Efficiency and Patient Safety at RSUD

Based on the results of the interview with the Head of the Quality and Patient Safety Committee of Ratu Aji Putri Botung Regional Hospital, Penajam Paser Utara regarding the impact of Strategic Risk Management on operational efficiency at Ratu Aji Putri Botung Regional Hospital, Penajam Paser Utara, as follows.

“Strategic Risk Management can have a positive impact on operational efficiency at RSUD Ratu Aji Putri Botung by identifying and managing risks that can hinder the achievement of hospital goals, so that operational processes can run more smoothly and efficiently. (Interview, NR, 2023)

Researchers also interviewed the Chair of the Risk Management Sub Committee .

“Strategic Risk Management can contribute to patient safety at Ratu Aji Putri Botung Hospital by identifying risks that can affect patient safety, such as medical risks, by making strategic policies to reduce these risks, so that patient safety can be maintained” (Interview, YA, 2023)

The researcher also interviewed the Head of the Administration Section of Ratu Aji Putri Botung Regional Hospital, Penajam Paser Utara, about how Ratu Aji Putri Botung Regional Hospital, Penajam Paser Utara integrates Strategic Risk Management in improving operational efficiency.

“RSUD Ratu Aji Putri Botung Penajam Paser Utara has integrated Strategic Risk Management in improving operational efficiency by developing skills and awareness of risk, implementing information technology for risk management, and making appropriate strategic decisions based on risk analysis. In addition, RSUD Ratu Aji Putri Botung Penajam Paser Utara has also improved employee training to improve the quality of health services and ensure the sustainability of the hospital.”(Interview, HR, 2023)

The researcher also interviewed the Head of the Patient Safety Sub-Committee of Ratu Aji Putri Botung Penajam Paser Utara Regional Hospital about whether there were significant changes in patient safety levels since the implementation of strategic risk management, as stated below.

“Yes, there has been a significant improvement in patient safety efforts due to the precautionary measures taken in response to early identified risks. ” (Interview, N, 2023)

Based on the interview results and the researcher's observation concluded that Based on the results of the interview conducted with the Head of the Quality and Patient Safety Committee of RSUD Ratu Aji Putri Botung Penajam Paser Utara, Strategic Risk Management has a

significant positive impact on operational efficiency in the hospital. Identification and management of risks that can hinder the achievement of hospital goals are key to ensuring that operational processes run more smoothly and efficiently. Through this approach, RSUD Ratu Aji Putri Botung is able to identify potential problems that can disrupt operations and take strategic steps to address them before they affect overall efficiency.

Furthermore, interviews with other informants confirmed that Strategic Risk Management contributes to patient safety. By identifying risks that can affect patient safety, such as medical risks, hospitals are able to develop strategic policies to reduce these risks. This is an important step in maintaining patient safety, providing protection against potential risks that may arise during the medical care process at RSUD Ratu Aji Putri Botung.

Interview with the Head of Administration of Ratu Aji Putri Botung Hospital, Penajam Paser Utara showed that Ratu Aji Putri Botung Hospital has successfully integrated Strategic Risk Management in improving operational efficiency. This is done through several steps, including developing skills and awareness of risk, implementing information technology for risk management, and making the right strategic decisions based on risk analysis. In addition, improving employee training is also an important part of ensuring better quality of health services and ensuring the sustainability of services in the hospital.

The importance of preventive measures taken in response to identified risks is reflected in the statement of the Chairperson of the Risk Management Sub-Committee of Ratu Aji Putri Botung Hospital. The significant improvement in patient safety is evidence that proactive measures to reduce these risks have had a positive impact on maintaining patient safety.

Overall, Strategic Risk Management at RSUD Ratu Aji Putri Botung Penajam Paser Utara has not only had an impact on operational efficiency, but also on patient safety. Proactive steps taken to identify, manage, and respond to potential risks have helped improve the quality of healthcare services, ensure efficiency in hospital operations, and provide better protection for patient safety. (Observation, 2023)

The researcher interviewed the Head of the Patient Safety Sub-Committee of Ratu Aji Putri Botung Penajam Paser Utara Regional Hospital regarding how strategic risk management helps in identifying and addressing issues related to patient safety, as explained below.

“Yes, Strategic risk management has enabled earlier identification of potential patient safety issues, so that corrective action can be taken quickly.” (Interview, N, 2023)

The researcher also interviewed the Head of the Quality and Patient Safety Committee of Ratu Aji Putri Botung Penajam Paser Utara Regional Hospital regarding whether there are specific metrics or indicators used to measure the contribution of strategic risk management to operational efficiency and patient safety.

“Yes, there are specific metrics such as patient fall rates, mean time of care, or certain risk reduction rates to measure the contribution of risk management.” (Interview, N, 2023)

Next, the researcher interviewed the Head of the Finance Sub-Division of Ratu Aji Putri Botung Regional Hospital, Penajam Paser Utara regarding the contribution of Strategic Risk Management to operational efficiency at Ratu Aji Putri Botung Regional Hospital, Penajam Paser Utara, as follows.

“In my opinion, sir, the contribution of Strategic Risk Management to operational efficiency at RSUD Ratu Aji Putri Botung is in identifying and managing risks that can

make hospital operations inefficient. through strategic policy making based on risk analysis so that operational processes can run more smoothly and efficiently. "(Interview, M, 2023)

From the description above, it can be concluded that From the results of interviews with the staff of RSUD Ratu Aji Putri Botung Penajam Paser Utara, it was revealed that Strategic Risk Management has a crucial role in identifying potential problems related to patient safety early on . Through this approach, the hospital is able to detect risks that have the potential to affect patient safety quickly. This allows for more responsive and proactive corrective action to be taken, so that these risks can be minimized or addressed before they seriously affect patient safety.

In an interview with the Head of the Quality and Patient Safety Committee of RSUD Ratu Aji Putri Botung Penajam Paser Utara , it was revealed that the RSUD uses specific metrics or indicators to measure the contribution of Strategic Risk Management to operational efficiency and patient safety . These metrics include parameters such as the incidence rate of patient falls , average treatment time, etc., as well as the level of certain risk reductions. Monitoring these parameters helps in assessing the extent to which the implementation of Strategic Risk Management contributes to improving the operational efficiency of the hospital and maintaining patient safety .

Interview with Head of Finance Sub-Division of RSUD Ratu Aji Putri Botung Penajam Paser Utara, Muslaini , also strengthened the understanding of the contribution of Strategic Risk Management to operational efficiency at the hospital. According to Muslaini , the contribution lies in the ability of RSUD Ratu Aji Putri Botung Penajam Paser Utara to identify and manage risks that can hinder the hospital's goals . This process helps ensure that operational processes run more smoothly and efficiently, thus providing a positive impact on patient safety and the effectiveness of the services provided.

Overall, the conclusion of the interview results is that Strategic Risk Management at RSUD Ratu Aji Putri Botung Penajam Paser Utara plays an important role in identifying risks , analyzing and making strategic policies related to patient safety and operational efficiency early on. This approach is supported by the use of specific metrics to measure the contribution of Strategic Risk Management to operational efficiency and patient safety . Thus, the steps taken in risk management help improve the operational efficiency of the hospital, ensure patient safety, and improve the quality of care for patients. Observation, (2023)

Identify potential improvements or changes that can be implemented in Strategic Risk Management practices to improve service quality , patient safety and operational efficiency at Ratu Aji Putri Botung Regional Hospital.

Based on the results of the interview with the Head of the Quality and Patient Safety Committee of Ratu Aji Putri Botung Penajam Paser Utara Regional Hospital regarding the potential for improvements or changes that can be applied in Strategic Risk Management practices to improve service quality, patient safety and operational efficiency at the Regional Hospital, as follows.

"Some potential improvements or changes that can be implemented in Strategic Risk Management practices to improve service quality, patient safety and operational efficiency at RSUD include increasing training and awareness of risk management in all lines of program activities, immediately implementing information technology for risk management, and active involvement of hospital stakeholders in risk management." (Interview, NR, 2023)

The researcher also interviewed the Head of the Risk Management Sub-Committee of Ratu Aji Putri Botung Penajam Paser Utara Regional Hospital about how the regional hospital can strengthen the existing risk monitoring and evaluation system.

"We will innovate in developing more sophisticated technology or improvements in the identification process, risk analysis and reporting integrated with SIMRS." (Interview, 2023)

The researcher also interviewed the Head of Medical Services at Ratu Aji Putri Botung Penajam Paser Utara Regional Hospital on how the regional hospital can better involve staff and medical personnel in the strategic risk management process.

"What we do One of the many ways is to conduct regular training and outreach to medical staff about strategic risk management to increase the utilization and participation of medical staff." (Interview, M, 2023)

The researcher also interviewed the Head of the Administration Section of Ratu Aji Putri Botung Penajam Paser Utara Regional Hospital about the steps taken by Ratu Aji Putri Botung Penajam Paser Utara Regional Hospital to integrate Strategic Risk Management in improving operational efficiency, patient safety and improving service quality, as stated below.

"RSUD will make more efforts to integrate Strategic Risk Management in improving operational efficiency, improving quality and patient safety by developing skills and awareness of risk, implementing information technology for risk management in strategic decision making." (Interview, HR, 2023)

Based on the results of interviews with various parties including the Head of the Quality and Patient Safety Committee of Ratu Aji Putri Botung Penajam Paser Utara Hospital, several potential improvements or changes in Strategic Risk Management practices were identified that could improve operational efficiency, quality improvement and patient safety in the hospital. One of them is improving training and awareness of risk for all staff. By strengthening their understanding of potential risks, staff become better prepared to identify, evaluate and handle risks more effectively.

In addition, the application of information technology for risk management is also considered a potential improvement. RSUD can utilize more sophisticated technology to strengthen the risk monitoring, reporting, and analysis system. This will allow for more timely risk identification and more efficient handling.

Active involvement of hospital leaders in risk management is also an important aspect. By being directly involved in the risk management process, hospital leaders can provide clear direction, support strategic decisions based on risk analysis, and proactively promote a culture of risk management throughout the organization.

From the interview with the Head of the Risk Management Sub-Committee, it is seen that RSUD Ratu Aji Putri Botung Penajam Paser Utara continues to strive to strengthen the existing risk monitoring and evaluation system. Innovation in the use of more sophisticated technology and improvements in the risk reporting and analysis process are steps taken to improve and strengthen the risk monitoring system.

Furthermore, in an interview with the Head of the General Administration Section of Ratu Aji Putri Botung Penajam Paser Utara Regional Hospital, it was revealed that the Regional Hospital has integrated Strategic Risk Management in improving patient quality and safety as

well as operational efficiency. with several steps , including developing skills and awareness of risk, implementing information technology for risk management, and involving hospital leaders in strategic decision making based on risk analysis.

From this conclusion, it can be concluded that RSUD has the potential for improvement in Strategic Risk Management practices, including increased training and awareness of risk, application of information technology, active involvement of hospital leaders, and innovation in risk monitoring and evaluation systems. Integration of Strategic Risk Management into RSUD operations is an important step to ensure continuous improvement in operational efficiency and patient safety in the hospital.

Implementation of Strategic Risk Management as a determining factor in improving the quality of service at Ratu Aji Putri Botung Regional Public Hospital, Penajam Paser Utara

The implementation of Strategic Risk Management at Ratu Aji Putri Botung Regional General Hospital (RSUD) in Penajam Paser Utara has a significant impact on improving the quality of health services. This approach has a central role in managing risks that have the potential to affect the quality of health services, involving steps to identify, evaluate, and handle risks related to long-term goals and organizational sustainability. Through the results of interviews with related parties and observations, several important aspects related to the practice of Strategic Risk Management at the RSUD were revealed.

The strategic risk identification process is carried out through historical data collection, trend analysis, and consultation with key stakeholders. This allows the identification of strategic risks that may affect the quality of health services. Furthermore, the implementation of Strategic Risk Management at RSUD Ratu Aji Putri Botung focuses on three key steps: identifying risks, evaluating their impact on the quality of services, and developing strategies to reduce or manage these risks.

The impact of the implementation of Strategic Risk Management appears significant in several aspects, one of which is improving the quality of service. Identification of risks that can affect the quality of health services helps the Regional General Hospital in evaluating the impact of these risks and developing strategies to reduce or manage them. The positive response of the Patient Service Manager also shows that Strategic Risk Management affects the level of patient safety at the Regional General Hospital by reducing risks related to errors in medical procedures, the risk of patient falls , and other discrepancies in services .

The operational efficiency of RSUD has also been proven to increase through the identification and management of risks that hinder the achievement of hospital goals . The positive response from the Chairperson of the Supervisory Board of RSUD Ratu Aji Putri Botung Penajam Paser Utara also shows that operational efficiency contributes to improving the quality of health services .

In line with research by Yulianingtyas, R., Wigati, PA, & Suparwati, A. (2016). About the Analysis of Risk Management Implementation at Sultan Agung Islamic Hospital Semarang shows a significant relationship between risk management and the quality of nursing services. The results of this study reveal that the implementation of good risk management in hospitals contributes directly to improving the quality of service. All respondents in this study reported that they had implemented risk management effectively, which had an impact on the quality of good nursing services. This study is in line with the efforts of RSUD Ratu Aji Putri Botung in improving the quality of services through strategic risk management.

In addition, Strategic Risk Management also has a significant impact on patient safety at RSUD Ratu Aji Putri Botung. By reducing risks that can affect patient safety such as errors in medical procedures, the incidence of patient falls, and inconsistencies in other services, this approach helps improve overall patient safety.

The results of the interview with the Chairperson of the Supervisory Board of Ratu Aji Putri Botung Penajam Paser Utara Hospital also showed that Strategic Risk Management has an impact on the sustainability of the hospital. Risks that can disrupt the sustainability of the hospital, such as failure in medical procedures, operational inefficiencies and inconsistencies in services, can be managed and reduced through the Strategic Risk Management approach.

It is important to note that the Strategic Risk Management approach at RSUD Ratu Aji Putri Botung not only has an impact on improving patient safety and hospital sustainability, but also directly contributes to improving the quality of health services provided to patients. Through better risk management, hospitals are able to provide better, safer, and more sustainable services to people who need medical care.

In the context of hospital management, Strategic Risk Management has proven itself as an effective tool in responding to existing risks, driving improvements in patient safety, hospital sustainability, and overall quality of health care. This shows the importance of implementing this approach in the health care environment to ensure quality and sustainable services to patients.

The impact and contribution of Strategic Risk Management to operational efficiency and patient safety at the regional hospital

Through interviews with various related parties at Ratu Aji Putri Botung Hospital, it was found that Strategic Risk Management has a significant impact on operational efficiency and patient safety at the hospital.

According to the Head of Administration of Ratu Aji Putri Botung Penajam Paser Utara Hospital, Strategic Risk Management has a positive impact on operational efficiency. Identification and management of risks that hinder operations allow operational processes to run more smoothly and efficiently. Its integration in improving operational efficiency through skill development, risk awareness, application of information technology, appropriate decision making based on risk analysis, and improving employee training. A study by Sulistyono and Mulyanti (2023) confirmed that a good risk management strategy improves hospital operational efficiency, including a more responsive service system and a reduced risk of medical errors, which directly contributes to patient safety and their satisfaction.

Information from the Head of the Patient Safety Sub-Committee of Ratu Aji Putri Botung Penajam Paser Utara Hospital emphasized that Strategic Risk Management contributes to patient safety by identifying risks that affect patient safety, such as medical risks, and developing strategies to reduce these risks. Responsive to the identified risks, RSUD has been able to significantly improve patient safety. According to research by Erwanto and Khumaidi (2020), it also shows that the application of technology in risk management can help monitor hospital operational efficiency, which has an impact on reducing operational costs and increasing patient safety.

quite good integration in improving operational efficiency. This includes skills development, application of information technology, and strategic decision making based on risk analysis. These steps help ensure that hospital operations run more efficiently and provide better quality and quality services.

The Head of the Risk Management Sub-Committee of Ratu Aji Putri Botung Penajam Paser Utara Hospital also stated that there has been a significant increase in patient safety levels since the implementation of Strategic Risk Management . Preventive actions taken in response to identified risks have had a positive impact on maintaining patient safety.

RSUD uses specific metrics such as patient accident rate, mean time of care, and certain risk reduction rates to measure the contribution of Strategic Risk Management to operational efficiency and patient safety . These metrics help in monitoring the extent to which the implementation of Strategic Risk Management contributes to increased efficiency and patient safety in supporting the improvement of service quality.

According to an interview with the Patient Service Manager as a Team tasked with monitoring the fulfillment of patient rights , it was stated that the contribution of Strategic Risk Management can be seen from the increasing level of patient safety which has an impact on increasing patient trust in Ratu Aji Putri Botung Penajam Paser Utara Regional Hospital.

From the results of the interview with Chair of the Quality and Patient Safety Committee, Chair of the Supervisory Board, Chair of the Risk Management Sub-Committee, etc. and the results of observations, it can be concluded that Strategic Risk Management at Ratu Aji Putri Botung Penajam Paser Utara Regional Hospital has a crucial role in identifying potential problems, analyzing and making preventive efforts through strategic decision making.

Potential improvements or changes that can be applied in Strategic Risk Management practices to improve the quality of health services at Ratu Aji Putri Botung Regional Hospital

From the results of interviews with various parties at RSUD Ratu Aji Putri Botung Penajam Paser Utara, several potential improvements were identified in Strategic Risk Management practices that can improve the quality of health services at RSUD Ratu Aji Putri Botung Penajam Paser Utara. The following are the potential improvements identified:

Improve training for staff to understand Risk Management, strengthen awareness of risk management implementation to carry out more effective risk identification, evaluation and handling.

Leveraging more advanced technology to strengthen risk monitoring, reporting and analysis systems. Ensuring more timely risk identification and more efficient handling. Sulaiman, ES (2021). in his book entitled Health Management Theory and Practice in Health Centers , Information technology and efficient monitoring systems in hospitals have been shown to improve risk management. The use of technology for patient monitoring can detect changes in conditions quickly, minimize the risk of misdiagnosis, and optimize the care process. This also implies the need for investment in technology infrastructure to support better risk management practices.

Involve hospital leadership directly in the risk management process. Provide clear direction, support strategic decisions, and promote a culture of risk management throughout the organization.

Innovating in the use of more sophisticated technology for risk monitoring. Improvements in risk reporting and analysis processes to improve risk monitoring systems.

Integration of Strategic Risk Management in the operations of RSUD Ratu Aji Putri Botung Penajam Paser Utara is a crucial step to ensure continuous improvement in operational efficiency and patient safety in the hospital as a determining step in improving the quality of

service . These steps not only focus on identifying and handling risks, but also on strengthening monitoring, developing skills, and active involvement of hospital leaders to ensure alignment in improving Strategic Risk Management practices.

This study is related to previous studies that show that the implementation of Strategic Risk Management can improve the quality of health services. These studies found that Strategic Risk Management can help hospitals in: Identifying and managing risks that can affect the quality of health services, such as medical risks, operational risks, and financial risks. Improving hospital operational efficiency. Improving patient safety. This study strengthens the results of previous studies by showing that the implementation of Strategic Risk Management at RSUD Ratu Aji Putri Botung Penajam Paser Utara has a significant impact on improving the quality of health services. This study has novelty in several ways, namely: This study was conducted in a regional hospital in Indonesia, which is a setting that is relatively rarely studied in the context of Strategic Risk Management. This study uses a qualitative approach to explore the impact of Strategic Risk Management on the quality of health services in more depth. This study identifies several potential improvements in Strategic Risk Management practices that can improve the quality of health services in hospitals. Conclusion This study shows that the implementation of Strategic Risk Management can be an effective tool for improving the quality of health services in hospitals. This study also contributes to our understanding of how Strategic Risk Management can be applied in regional hospitals in Indonesia.

Conclusion

The implementation of Strategic Risk Management at Ratu Aji Putri Botung Regional Hospital, North Penajam Paser, has proven to be a crucial step in improving the quality of health services. By identifying and evaluating risks that may impact service quality, the hospital can design strategies to manage and mitigate these risks, thereby improving patient safety and operational efficiency. The results of interviews with various parties in the hospital show that this approach not only contributes to improving patient safety, but also to the sustainability of hospital operations. By implementing best practices in risk management, RSUD Ratu Aji Putri Botung can provide better quality, safer, and more responsive health services to the needs of the community. This study supports previous findings that effective risk management contributes directly to improving the quality of health services in hospitals.

References

- Agustian, R., Syah, T. Y. R., Lestariani, R. I., & Munandar, A. (2023). Human Capital Plan in the Development of Health Services at Bungur Medika Hospital. *Journal of Social Science*, 4(2), 629-642.
- Al Hassani, M. S. (2011). *Development of a System Based Approach for Strategic Implementation of Occupational Health and Safety Practices in Health Care Organizations* (Doctoral dissertation, University of Bradford).
- Astuti, E. K., & Sh, M. (2009). *Transaksi Terapeutik dalam upaya pelayanan medis di Rumah sakit*. Citra Aditya Bakti.
- Auraaen, A., Saar, K., & Klazinga, N. (2020). System governance towards improved patient safety: key functions, approaches and pathways to implementation. <https://doi.org/10.1787/18152015>
- Briner, M., Kessler, O., Pfeiffer, Y., Wehner, T., & Manser, T. (2010). Assessing hospitals' clinical risk management: Development of a monitoring instrument. *BMC health services research*, 10, 1-11. <https://doi.org/10.1186/1472-6963-10-337>

- Dewi, N. K. Y. W., & Darma, G. S. (2019). Strategi Investasi & Manajemen Resiko Rumah Sakit Swasta di Bali. *Jurnal Manajemen Bisnis*, 16(2), 110-127. <https://doi.org/10.38043/jmb.v16i2.2044>
- Duggirala, M., Rajendran, C., & Anantharaman, R. N. (2008). Patient-perceived dimensions of total quality service in healthcare. *Benchmarking: An international journal*, 15(5), 560-583. <https://doi.org/10.1108/14635770810903150>
- Elarabi, H. M., & Johari, F. (2014). The impact of human resources management on healthcare quality. *Asian journal of management sciences & education*, 3(1), 13-22.
- Geisler, E., Krabbandum, K., & Schuring, R. (Eds.). (2003). *Technology, health care, and management in the hospital of the future*. Bloomsbury Publishing USA.
- Grabau, M. (2018). *Lean hospitals: improving quality, patient safety, and employee engagement*. Productivity Press.
- Hopkin, P. (2018). *Fundamentals of risk management: understanding, evaluating and implementing effective risk management*. Kogan Page Publishers.
- Hopkin, P. (2018). *Fundamentals of risk management: understanding, evaluating and implementing effective risk management*. Kogan Page Publishers.
- Indonesia, R. (2009). Undang-undang Republik Indonesia nomor 36 tahun 2009 tentang Kesehatan. *Jakarta Republik Indones*.
- Khoruzhy, L. I., Katkov, Y. N., Romanova, A. A., Katkova, E. A., & Dzhikiya, M. K. (2022). Adaptive management reporting system in inter-organizational relations of agricultural enterprises according to ESG principles. *Journal of Infrastructure, Policy and Development*, 6(2), 1649. <https://doi.org/10.24294/jipd.v6i2.1649>
- Mohamed, N. S., & Hameed, A. (2015). The impact of human resources management on healthcare quality. *International Journal of Management*, 6502, 603-612.
- Rezeki, S., Girsang, E., Ginting, C. N., & Nasution, A. N. (2022). Penerapan Manajemen Pasien Safety dalam Rangka Peningkatan Mutu Pelayanan di Rumah Sakit. *Journal of Telenursing (JOTING)*, 4(2), 1021-1028. <https://doi.org/10.31539/joting.v4i2.4723>
- Shafiq, J., Barton, M., Noble, D., Lemer, C., & Donaldson, L. J. (2009). An international review of patient safety measures in radiotherapy practice. *Radiotherapy and Oncology*, 92(1), 15-21. <https://doi.org/10.1016/j.radonc.2009.03.007>
- Simsekler, M. E., Ward, J. R., & Clarkson, P. J. (2018). Design for patient safety: a systems-based risk identification framework. *Ergonomics*, 61(8), 1046-1064. <https://doi.org/10.1080/00140139.2018.1437224>
- Soto Lopez, D., Garshasbi, M., Kabir, G., Bari, A. M., & Ali, S. M. (2022). Evaluating interaction between internal hospital supply chain performance indicators: a rough-DEMATEL-based approach. *International Journal of Productivity and Performance Management*, 71(6), 2087-2113. <https://doi.org/10.1108/IJPPM-02-2021-0085>
- Swain, S., & Kar, N. C. (2018). Hospital service quality as antecedent of patient satisfaction—a conceptual framework. *International Journal of Pharmaceutical and Healthcare Marketing*, 12(3), 251-269. <https://doi.org/10.1108/IJPHM-06-2016-002>
- Tristantia, A. D. (2018). Evaluasi Sistem Pelaporan Insiden Keselamatan Pasien Di Rumah Sakit. *Jurnal Administrasi Kesehatan Indonesia*, 6(2), 83-94.

- World Health Organization. (2004). *World report on knowledge for better health: strengthening health systems*. World Health Organization.
- Zineldin, M. (2006). The quality of health care and patient satisfaction: an exploratory investigation of the 5Qs model at some Egyptian and Jordanian medical clinics. *International journal of health care quality assurance*, 19(1), 60-92. <https://doi.org/10.1108/09526860610642609>