



The Role of Health Information Management (HIM) Department Manager in Monitoring and Evaluating The Quality of Medical Record at AN-NISA Tangerang Hospital

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ABSTRACT

Monitoring and evaluating is very important in improving quality in HIM Department. HIM Department at AN-NISA Tangerang Hospital experienced several obstacles, including misfile in the filing section, duplication of medical records, errors in writing numbers of medical records and complaints about the time of providing the patient's medical record. The purpose of this study is to describe the role of HIM Department manager in monitoring and evaluating the quality of medical records at AN-NISA Tangerang Hospital. This research uses a descriptive study aims to provide an overview of the problems in HIM Department at AN-NISA Tangerang Hospital. The results of this study that the Manager have six job descriptions related to monitoring and evaluating the quality of medical records and HIM Department has six indicators for assessing the quality of medical records. Five of the six indicators don't reach the specified standards, including the completeness of outpatient and inpatient medical records, completeness of filling in informed consents, misfile in the filing section and duplication of medical record numbers. HIM Department managers are better off using the PDCA method to improve the quality of the medical records.

Keywords: *Monitoring, Evaluating, Medical Records Quality, HIM Department*

I. INTRODUCTION

Hospital is a health service institution for the community that provides inpatient, outpatient and emergency services and must be able to improve higher quality and affordable services for the community[1]. Hospitals

have complexity because they cover various functions, such as health service, education, research and several disciplines, both medical engineering and health administration[2]. The paradigm in health service focuses on patients, so this requires hospitals to be able to provide quality health services.

The health services quality is a service that can provide satisfaction to users of services that are managed in accordance with standards and professional ethics[3]. The quality of a health service can be measured through indicators. Indicators of health service include several aspects, including aspects of documenting the results of health services in hospitals. Therefore, all activities in the hospital need to be documented, it aims as a reminder and continuity of patient health services. The results of the documentation of each health service activity are recorded in the medical record.

Indicators for assessing the quality of medical records are prepared by HIM Department. HIM Department is department that is directly under the vice director or can be adjusted to the policy of each hospital. HIM Department in its implementation can't be separated from the management functions which including planning, organizing, monitoring, decision making and leadership[4].

The monitoring function is closely related to several other management functions, especially the planning function. Through the monitoring function, the success of the program



is assessed according to standard or target[5]. Whereas evaluation is a systematic learning based on the experience they have to improve the achievement, implementation and planning of the program[3].

My preliminary studies in HIM Department, AN-NISA Tangerang Hospital has the service standards related to the implementation of medical records. However, in the service process several obstacles were found including the existence of a misfile in the filing section, duplication of medical records, errors in writing numbers of the medical records and the complaints about the time of providing the patient's medical record. The emergence of these various obstacles can affect the quality of medical record services, so that it is necessary to carry out the monitoring and evaluation function as an effort in quality assurance in HIM Department at AN-NISA Tangerang Hospital. Therefore, this study aims to determine the role of HIM Department manager in the implementation of the monitoring and evaluation function of the medical record quality at AN-NISA Tangerang Hospital.

II METHODS

This research uses a descriptive study conducted in November to December 2018 and aims to describe the manager's role on monitoring and evaluating in HIM Department at AN-NISA Tangerang Hospital. The respondents in this study were 3 people, including 1 manager (as coordinator in HIM Department), 1 filing officer and 1 coding officer. Interviews were conducted to obtain the required primary data. The document review in this study was conducted for secondary data collection which includes AN-NISA hospital profile data, HIM Department profiles, and the quality indicator reports in HIM Department at AN-NISA Hospital. Research data processing is done manually and by computer, this is related

to the results of interviews that need to be done checking and improving the contents.

III. RESULTS AND DISCUSSION

A. *The Manager's Job Description in HIM Department at AN-NISA Tangerang Hospital*

There are 25 task details that are Manager's job description including the planning process to the evaluation related to the implementation of medical record quality at the AN-NISA Hospital, and 6 of them are related to the function of monitoring and evaluation and performance appraisal of officers. Following is the job description related to the monitoring and evaluation function in HIM Department manager at AN-NISA Hospital.

Table I. Manager's Job Description Related To The Monitoring And Evaluation Function In Him Department At An-Nisa Tangerang Hospital

| No. | Job Description |
|-----|--|
| 1. | Plan and evaluate the systems and procedures for medical records filing. |
| 2. | Plan and evaluate the systems and procedures for borrowing and distributing medical records |
| 3. | Supervise the activities providing diagnostic codes and procedures for the purpose of standardization and decision making. |
| 4. | Supervise the implementation of the activities. |
| 5. | Resolve problems that arise in the medical record installation environment in connection with service activities that cannot be solved by subordinates |
| 6. | Conduct supervision and performance evaluation of medical record officers. |

Based on table above, it has not specifically discussed the role of managers in the implementation of the monitoring and evaluation function in HIM Department. The importance of specific job descriptions



can make the manager's role and function more clear and structured, because job descriptions are also an important element in organizing. This is consistent with the explanation of the classical theory which states that one of the important basic pillars in formal organizations is the division of labor[6].

B. Programs and Indicators for Assessing Quality in HIM Department at AN-NISA Tangerang Hospital

The program in maintaining the quality in HIM department at AN-NISA Hospital was compiled by the manager, along with the support service coordinator, then submitted to the Patient Quality and Safety Program (PMKP) Department. The PMKP Department reviewed the submission of the quality program from HIM Department. The quality program approved by PMKP will be reported back in the form of a quality target document to HIM Department for the program implementation.

HIM Department at AN-NISA Hospital has the quality program that consists of six indicators that have standards in each indicator. The following are indicators for maintaining the quality in HIM Department and their achievements.

Table II. Indicators And Quality Achievement In Him Department At An-Nisa Tangerang Hospital

| No. | Indicator | Achievements | Standard |
|-----|--|--------------|-------------|
| 1 | Response time distribution of medical records to polyclinics | 7.3 minutes | <10 minutes |
| 2 | Completeness of the outpatient medical records | 85% | 100% |

| | | | |
|---|---|------|------|
| 3 | Completeness of the inpatient medical records | 85% | 100% |
| 4 | Completeness of filling in informed consent | 90% | 100% |
| 5 | The number of misfile medical records | 0.1% | 0% |
| 6 | Duplication of medical records | 3.8% | 0% |

Indicators of medical record quality in HIM Department at AN-NISA Tangerang Hospital include several SPM (Minimum Service Standards). This is stipulated in the Decree of the Minister of Health of the Republic of Indonesia Number 129 Year 2008 regarding Minimum Service Standards for Medical Records in Hospitals, but there is one indicator in the SPM of medical records which is not an indicator of the quality of medical records in HIM Department at AN-NISA Hospital that is the time standard for providing inpatient medical records.

Based on the table above (table 2), there are several indicators don't reach the specified standards, including indicators for completeness of the outpatient and inpatient medical records, completeness of filling in informed consent, misfile medical records and duplication of medical records. Wijaya (2011) states that non-conformity in meeting the requirements (standards) can cause big problems for the company. Based on this, corrective action is needed related to the achievement of the quality indicators in HIM Department at AN-NISA Hospital that have not been in accordance with the standards. Corrective action (evaluation) can be done by looking at the input, process and output of the program[7].

HIM Department at AN-NISA Tangerang Hospital has staff performance



indicators in the form of Key Performance Indicators (KPI) and Key Behavioral Indicators (KBI) which aim to see the level of performance of officers in carrying out their duties and functions. Employee performance measurement does have an important role related to improvements made on continuous and achieving success, because with the performance measurement, activities and programs can be measured and evaluated[8].

C. *The Role of HIM Department Managers on Monitoring the Quality of Medical Records*

The function of the monitoring conducted by Coordinator (as a Manager) HIM Department at AN-NISA Tangerang Hospital are performed concurrently continuous to perform assessments and corrections related to the implementation of the program and finding for the problems related to the existing work processes in the respective sub HIM Department. Implementation of the monitoring function consists of several stages, namely the establishment of implementation standards, determination of the size of the activities, measurement of the activities, comparison of implementation with standards and analysis of deviations and taking corrective actions if necessary.

The role of HIM Department manager at AN-NISA Tangerang Hospital in carrying out the function of monitoring the quality of medical records in accordance with the concept of monitoring which is the management function and carried out by people who have the ability, who are given the task, the authority to supervise (monitoring), so that the organizational function can be according to its purpose. The importance of manager's role in monitoring

aims to ensure that everything goes according to plan, if there are significant deviations, it is management's duty to put the organization back on track[9].

The implementation of the monitoring function carried out by HIM Department manager at AN-NISA Tangerang Hospital refers to the indicators and quality standards that apply to the Department, then using instruments to take measurements and the assessment process. The results of the assessment (monitoring) will be compared with the standard. The monitoring function carried out in HIM Department has similarities with the concept of the monitoring process proposed by T. Hani Handoko (2013) which consists of five stages, namely the setting of standards, determining the measurement of implementation, measuring the real activities, comparing the implementation of activities with standards, analyzing the deviations, and also taking corrective actions if necessary[10].

D. *The Role of HIM Department Managers on Evaluating the Quality of Medical Records*

The evaluation function in managing the quality in HIM Department is done on a non-routine or incidental basis. The evaluation function is carried out while the program is running (concurrent evaluation) and when the program period ends (feedback evaluation). Examples of evaluations carried out while the program is running are evaluations carried out incidentally while the program is running, aiming to correct and overcome problems in program implementation While examples of the final evaluations, such as annual evaluations to see the quality and performance of officers.



Table IV. Obstacles That Caused Medical Record Misfile In Him Department At An-Nisa Tangerang Hospital

| No | Obstacle |
|----|---|
| 1 | Lack of accuracy of filing officers to check back when medical records will be aligned, resulting in misfile medical records. |
| 2 | The related Departments are less concerned with the existence of medical records, so officers are difficult to find it. |
| 3 | Lack of compliance of related Departments in the lending flow process. |

The results of the evaluation carried out will be useful information as a basis for decision making or follow-up for the sustainability of the existing quality program in HIM Department at AN-NISA Tangerang Hospital. If the program evaluation results do not reach the existing standards, alternative solutions to problems will be made using the PDCA method. It is one example of the implementation the PDCA method in HIM Department at AN-NISA Tangerang Hospital in following up the misfile:

Table V. Pdca Method N Following Up The Misfile Medical Records In Him Department At An-Nisa Tangerang Hospital

| PDSA | Method Details |
|------|--|
| PLAN | 1. 0% on the percentage of the number of medical records that were not found. |
| | 2. No groove errors that affect the occurrence of medical records that were not found. |
| DO | 1. Perform storage of medical records carefully and correctly according to Standard Operational Procedures (SOP) |
| | 2. The flow of borrowing and returning medical records must be in accordance with the SOP. |
| | 3. Conscientious in alignment of medical records to avoid misfile. |

| | |
|-------|--|
| CHECK | 1. The officer in the <i>filing section</i> evaluates the medical records which are not found every week and reports them to the manager |
| | 2. The <i>filing</i> officer checks again by looking back at the color code on Filing alignment system. |
| | 3. Check the medical record number on the <i>folder</i> with the <i>barcode</i> in the form. |
| ACT | 1. If there is still a medical record that is not found, the <i>filing</i> officer is fully responsible until the medical record is found. |
| | 2. The manager gives direction to the officer, so that there is no error either in borrowing medical records, writing numbers medical records, up to the filing medical records. |
| | 3. Borrowing and returning medical records must be in accordance to the SOP |

The concept of PDCA by HIM Department manager at AN-NISA Tangerang Hospital is in accordance with the PDCA method stages, proposed by Walyani (2015), which includes the plan stage (planning) related to “things to do and how to do it”, do (carry out) which is the implementation stage plans that have been prepared, check is an evaluation stage between the results with planning, and act (follow-up) is the determination of further steps to improve the results obtained[11]. However, the manager has not implemented the PDSA method which is one of the developments of the PDCA method.

Based on the implementation of the monitoring and evaluation function carried out, HIM Department manager at AN-NISA Tangerang Hospital has carried out three categories of manager roles. The three categories include the role of informational, the role of interpersonal and the role of decision making. The role of informational



is an activity undertaken to build information networks. Interpersonal roles are things that include relationships with subordinates, such as providing motivation, communicating and influencing. The role of the decision making is the role associated with determining the attitude and take action in certain conditions.

The role of the manager in the implementation of the monitoring and evaluation function in HIM Department at AN-NISA Tangerang Hospital has run quite well despite the need for scheduled evaluations as well as the existence of Standard Operational Procedures (SOP) regarding the implementation of monitoring and evaluation conducted by HIM Department manager at AN-NISA Tangerang Hospital.

IV. CONCLUSION

HIM Department Managers at AN-NISA Tangerang Hospital have 25 details of the job description, and 6 of them are related to the monitoring and evaluation function. But there is no specifically description of the manager task that explains the roles and functions involved in implementing the monitoring and evaluation. HIM Department at AN-NISA Tangerang Hospital has the medical record quality assurance program consisting of 6 indicators. There is one indicator has reached the standard, namely the response time of the distribution the outpatient medical records, but the other five indicators do not reach the standards. HIM Department at AN-NISA Tangerang Hospital has the performance assessment indicators, namely KPI and KBI which are evaluated every six months. HIM Department Manager at AN-NISA Tangerang Hospital implementing the monitoring function related to the medical records quality by direct observations and based on written reports. The results of the monitoring will be compared with

the standards and indicators in HIM Department. When there are obstacles or incompatibility between the implementation of the program and standards, then further corrective action must be taken. When obstacles or incompatibility are found in the implementation of the program, the Manager will evaluate the program which is an effort to improve the quality of medical records by using the PDSA method to overcome obstacles in achieving standards. In addition, HIM Department Manager at AN-NISA Tangerang Hospital applied of his role as the manager regarding information, interpersonal and decision in implementing the monitoring and evaluation function.

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