

Analysis of the Implementation of Standard Operating Procedures (SOP) for New Patient Admissions at Siti Halimah Kandangan Hospital

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Article Information		Abstract.
Submission date	23 December 2024	<p>Research aim: To analyze the implementation of SOP for accepting new patients at Siti Halimah Kandangan Hospital.</p> <p>Approach: This study uses a qualitative approach with descriptive methods. Data were collected through interviews, observations, and documentation and analyzed using triangulation.</p> <p>Research Findings: The results show that the implementation of SOP at Siti Halimah Kandangan Hospital is quite good, but there are challenges in the speed of service, communication with patients, supporting facilities, and technical constraints.</p> <p>Theoretical contribution/Research originality: This study provides a theoretical contribution to understanding the implementation of SOP in local hospitals, which has not been widely studied before.</p> <p>Practical/ Policy Implications: This study recommends staff training, facility improvements, and technology integration to improve the implementation of SOPs and the quality of health services.</p> <p>Research limitation: This study's limitations include that the data collection process may have been influenced by the researcher's perspective, potentially affecting the analysis's results. The researchers also recommend a future research agenda to investigate specific challenges in implementing SOP and how they impact patient experience.</p> <p>Keywords: SOP, new patient admissions, hospitals, service quality, implementation constraints.</p>
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1. Introduction

An organization's service quality cannot be separated from the standards applied in each of its operational procedures. As the front line who interact directly with customers, service officers are vital in creating a positive first impression and ensuring customer satisfaction. Waitpersons or servers are the first to meet and greet customers, so they must create a good impression with a friendly attitude. Standard Operating Procedures (SOP) are designed to ensure that servers provide optimal service, including being polite, providing the information customers need when ordering, and maintaining the cleanliness of the work area. Therefore, implementing effective SOP in regulating service by servers can improve the quality of service perceived by customers. [1].

This SOP is one of the efforts to regulate the sequence of employee service to maintain the importance of service quality. Therefore, an important instrument is needed for employees to provide services in accordance with procedures. Implementing the SOP aims to ensure that the quality of service provided by employees is maintained and continues to improve. [2].

Globally, the implementation of SOP in hospitals is important because of the existence of health service control standards for patients which are highly prioritized in hospital medical records, therefore various health service facilities in hospitals must be more in line with existing SOP. SOP is a guide or reference used to carry out work tasks according to function, as well as a tool for evaluating hospital performance based on technical, administrative, and procedural indicators that are in accordance with related work procedures.

SOP serves as a tool to evaluate the performance of public organizations, especially in terms of the accuracy of program implementation and time. In addition, SOP also plays a role in assessing aspects of responsiveness, responsibility, and accountability of hospital performance in Indonesia [3] . A hospital is a facility that provides health services, including complex curative services, emergency treatment, and is a center of knowledge and technology. In addition, hospitals also act as referral centers for health services. In carrying out its functions, hospitals are required to provide safe, quality, discrimination-free, and effective services by prioritizing patient interests according to applicable service standards, this is reinforced by previous research [4] .

It is important to analyze how the SOP for new patient admissions is implemented at Siti Halimah Kandangan Hospital and how it impacts patients. At Siti Halimah Kandangan Hospital, there are still some gaps that need to be fixed, namely several patients reported less than optimal experiences in the admission process, such as slow service speed, ineffective communication between medical staff and patients, and facility conditions that have not fully met standards. This phenomenon suggests further analysis of how the SOP is implemented in this hospital and how it impacts patients [5] .

Therefore, the researcher felt compelled to conduct further research at Siti Halimah Kandangan Hospital because of the challenges faced in implementing SOP directly affecting health service quality. With increasing competition in terms of facilities and services, hospitals are required to optimize their performance and quality of service [6] In addition, reports of less effective communication between medical staff and patients indicate the need for further evaluation of the implementation of existing SOPs.

The main objective of this study is to analyze the implementation of SOP at Siti Halimah Kandangan Hospital. In theory, this research aims to provide deeper insight into the effectiveness of implementing SOPs in hospitals. This study can identify factors that influence the implementation of SOP, including staff communication, response speed, and facility comfort. This objective also includes identifying areas that need improvement in the new patient admission process to support improving the overall quality of health services. [7] The results of this study are expected to provide practical recommendations for improving the implementation of SOP at Siti Halimah Hospital. These recommendations may include modifications to procedures, additional staff training, or technology integration to facilitate the implementation of SOP. Thus, this research aims to improve operational processes and increase patient satisfaction and loyalty towards healthcare institutions.

The study focuses on the implementation of SOP for new patient admissions at Siti Halimah Kandangan Hospital. In this section, no researchers have studied the implementation of SOP at this Hospital. This study's novelty is examining how the SOP is implemented to ensure the smooth process of accepting new patients at this hospital. This statement indicates

a research gap that needs to be addressed to provide more comprehensive insight into the factors that influence the success of SOP implementation at local health facilities.

1.1. Statement of Problem

How is the implementation of the SOP for accepting new patients at Siti Halimah Kandangan Hospital?

1.2. Research Objectives

Analyzing the implementation of SOP for accepting new patients at Siti Halimah Kandangan Hospital.

2. Method

This study uses a qualitative approach. This is because there are stages of research that produce descriptive methods using written words and oral descriptions of people who want to obtain data to analyze in depth. [8] . Meanwhile, the descriptive method is a research approach that aims to describe and explain objectively a phenomenon, a particular event, from the data collected. [9] . This research is located at the Siti Halimah Kandangan Hospital at Jl. Veteran No.23, Kebondalem, Kandangan, Kandangan District, Kediri Regency, East Java 64294.

The informants in this study were selected using the 5R technique (Relevant, Readiness, Recommendation, Rapport, reassurance). Then the selection of informants covers three categories by interviewing administrative employees, medical record employees, and nurse employees. The informants were selected because they are by the topic of this research (relevance). This relevance is by the criteria that focus on implementing the SOP for new patient admissions at Siti Halimah Kandangan Hospital. The data collection process involves building a good relationship (rapport) with informants to ensure the data obtained is valid and in-depth. This research provides reassurance that the results can be used to support operational improvements and the quality of hospital services. Based on the 5R criteria that have been set, informants with the initials TR, SA, and ID were selected.

This research process uses data collection analysis techniques which include interviews related to new patient admissions, administrative staff, medical personnel, then by conducting observations to obtain more specific information related to the application of SOPs in the field, and documentation related to procedures in Siti Halimah Kandangan Hospital, in addition to obtaining other records collected to enrich this research data. The data analysis used with descriptive stages is the results of interview findings, data reduction, and presentation of the conclusion results. The way to reduce the data is to find the main idea from the interview results.

Researchers used triangulation techniques to ensure the truth of the findings in this study. Triangulation technique is an approach in research that uses more than one method or data collection technique to check and ensure the validity of data or research findings. In this study using the method triangulation technique, namely by combining data from interviews, observations, and documentation. The primary purpose of this technique is to increase the accuracy and credibility of the research results by comparing and confirming data from various data collection techniques in this study.


Table 2.1: Results of the method triangulation technique.

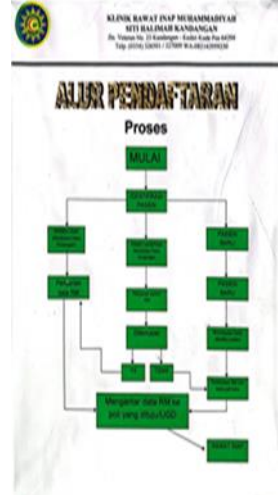
No.	Interview Date	Observation Date	Documentation Date
1.	22 November 2024	22 November 2024	22 November 2024
2.	25 November 2024	25 November 2024	25 November 2024
3.	05 December 2024	05 December 2024	05 December 2024
4.	10 December 2024	10 December 2024	10 December 2024
5.	16 December 2024	16 December 2024	16 December 2024

3. Results and Discussion

Interview Instrument Findings at Siti Halimah Kandungan Hospital.

No.	Interview Instrument Questions	Informant	Informant's Answer	Data Reduction Results (Main Idea/Theme)
1.	What is your understanding of the SOP for accepting new patients that applies at Siti Halimah Hospital?	TR and SA	Yes, sir. In my opinion, the SOP aims to provide standard guidelines for accepting new patients, including administrative procedures, filling in patient data, and initial service flow, to ensure that services run consistently, efficiently, and in accordance with regulations.	Employees understand the SOP for accepting new patients

			 <p><i>Figure 3.1: Results of interviews with instruments.</i> Source: Processed data (2024).</p>	
2.	Do you receive any special training regarding SOP for accepting new patients?	TR and SA	Yes, sir, according to the training provided by the hospital to ensure that staff understand operational steps, handle patients correctly, and implement hospital standards.	Special training on SOP for accepting new patients.
3.	How does your daily process for accepting new patients work?	TR and SA	According to this hospital, the acceptance of new patients begins with patient identification registration, verification of patient documents/identity, making a new RM and poly card, delivering RM data to the intended recipient/ER, initial consultation with medical staff, to directing the patient to the required unit or service.	Stages of accepting new patients include: Patient identification registration, patient documents/identity verification, new RM and poly card, delivery of RM data to the intended recipient/ER, initial consultation with medical personnel, and directing the patient to the required unit or service.

			 <p><i>Figure 3.2: Results of patient registration flow. Source: Processed data (2024).</i></p>	
4.	What are the challenges you face in implementing SOP?	TR and ID	In our opinion, several challenges are faced in this hospital, namely that employees and staff sometimes experience obstacles in accepting patients, such as the ineffective speed of service, communication regarding the patient's lack of understanding of procedures, facility conditions, and technical constraints on the electronic technology system.	Obstacles to SOP implementation: Speed, communication, facility conditions, technical, and lack of literacy on SOP.
5.	How do you overcome the obstacles to implementing these SOPs?	TR and ID	In our opinion, the way to overcome the obstacles in this hospital is to provide more explanations to patients, coordinate between units in implementing procedures, and improve supporting infrastructure such as technology systems.	Improving services and quality related to existing SOPs at the hospital.
6.	What are the conditions of supporting facilities in implementing SOP?	TR	So, this is how it is, sir. From my perspective, the facilities are quite adequate in general, but sometimes there are limitations related to the implementation of the SOPs in this hospital.	Use computers, electronic medical record systems, and internal communication tools to support patient admission.

7.	What equipment or technology is used in the patient admission process?	TR	This hospital has several equipment: computers, electronic medical record systems, and internal communication tools.	Increase in staff numbers, upgrade of modern technology facilities, and regular advanced training.
8.	How to improve the effectiveness of SOPs?	TR, ID, and SA.	So, with the efforts to increase the effectiveness of SOP, we want to add to the number of deficiencies in this hospital, sir, by updating modern technology facilities, and providing regular advanced training to improve the hospital according to what we expect. And also routine evaluation, steps for accepting new patients, communication with patients, and improving electronic technology systems.	Improving the effectiveness of SOPs to influence hospital growth.

Table 3.1: Interview Instrument Findings Results

Source: Processed data (2024).

Based on the data reduction results, the following was obtained in the implementation of the SOP for accepting new patients at Siti Halimah Kandangan Hospital.

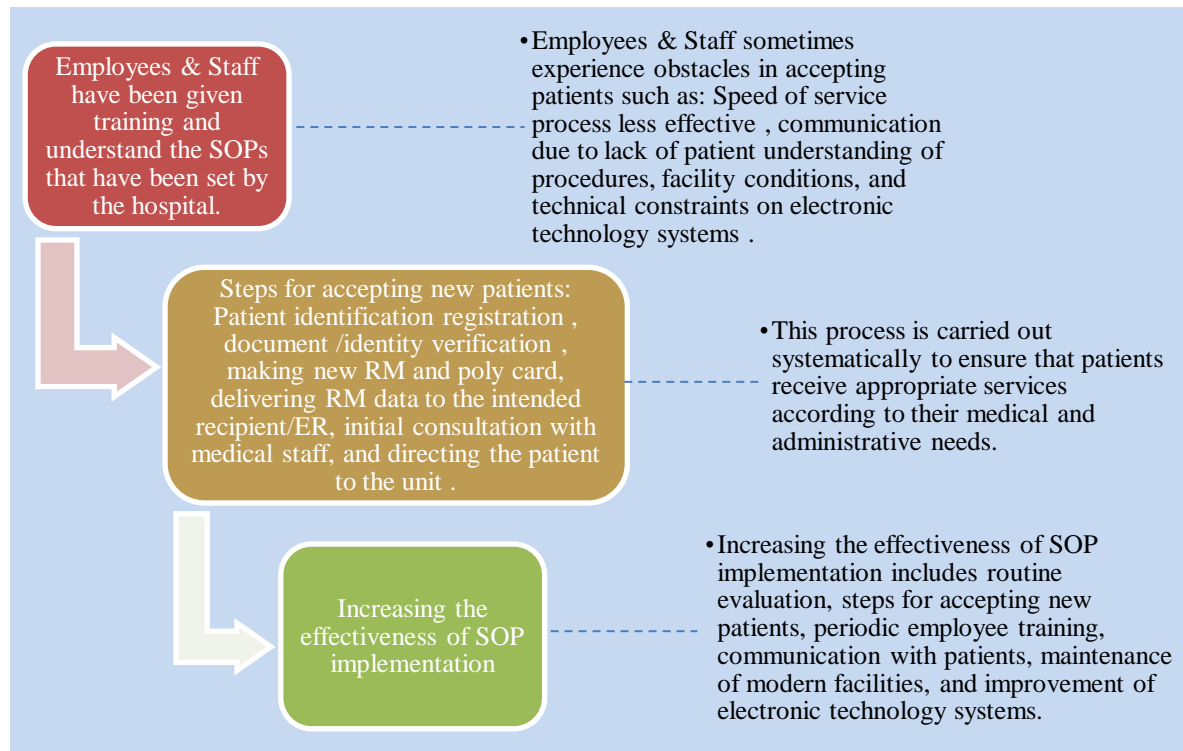


Figure 3.3: Data reduction results.

Source: Processed data (2024).

Before entering into the discussion, the researcher conducted an interview instrument with several informants at the Siti Halimah Kandangan Hospital, namely using small discussions with several informants such as related conversations that occurred at the Siti Halimah Kandangan Hospital, the conversation includes the descriptions that exist in the field with conversations that are genuinely relevant and can get validation.

Understanding SOP

Based on the findings of data reduction, it can be analyzed that overall, the understanding of the SOP for accepting new patients at Siti Halimah Hospital is quite good. SOP is essential for a hospital because the existence of SOP can find out all the procedural flows in facilitating and organizing work, this SOP contains the sequence of work processes from start to finish [10]. The informant stated: "SOP aims to provide standard guidelines for accepting new patients, including administrative procedures, filling in patient data, and initial service flows to ensure that services run effectively, efficiently, and according to regulations". This understanding of SOP can be interpreted as a framework that creates consistency and quality of service at Siti Halimah Kandangan Hospital. In the context of accepting new patients, this SOP is designed to regulate all stages, from administrative procedures to initial service flows, to minimize errors and ensure consistency of work among staff [11]. With SOP, patient data can be filled in thoroughly and accurately, which is crucial for administrative needs and subsequent medical treatment.

The study's results show that informants stated that hospital employees and staff have received training and understand the implementation of SOP for accepting new patients through applicable standards. This training is designed to improve their competence in carrying out their duties properly and supporting the smooth process of accepting patients in a structured and efficient manner. Understanding SOP owned by staff is expected to be the basis for creating optimal services. However, implementing SOP in the field often encounters various obstacles, which can be caused by several factors, namely ineffective service speed, communication due to a lack of patient understanding of procedures, facility conditions, and technical constraints on electronic systems.

In the case of less effective service process obstacles, especially regarding service speed, this can be caused by factors contributing to decreased service effectiveness. [12] . One of the main challenges is the number of patients that exceeds the capacity of available services. This condition often results in a suboptimal admission process, triggering delays in service, inaccurate patient data recording, and reduced patient comfort level during the registration process. In addition, a shortage of workers at certain times, such as during peak hours or when there is a significant spike in the number of patients, also worsens the situation. These obstacles can impact the slowdown of service procedures and decrease the efficiency of implementing SOPs that have been systematically designed. Therefore, strategic efforts and increasing sustainable effectiveness are needed to ensure that the implementation of SOP can run optimally according to the needs and conditions in the field.

Communication between staff and patients is often a significant challenge, especially if the patient or their family does not understand the procedures to be followed. This lack of understanding can hinder the smooth registration process or referral of patients to the exemplary service unit, potentially prolonging waiting times and causing misunderstandings. In addition, a lack of understanding of procedures can also increase the risk of miscommunication between the two parties, ultimately hurting the overall quality of care.

The condition of the facility is one of the critical factors that influence the smoothness of patient admissions at the hospital. Limited physical facilities, such as waiting rooms that are too small or a lack of supporting equipment needed in the registration process, often become obstacles to providing optimal services. A cramped or poorly designed waiting room can create discomfort for patients, especially when there is a significant spike in the number of patients. This condition impacts the patient experience and hinders the management of service flows, thereby reducing the efficiency of implementing patient admission SOP.

Technical obstacles in electronic technology systems, such as disruptions in the Hospital Information System (SIRS), are also often factors that slow down the process, especially in terms of digital patient data recording [13] . Lack of supporting equipment such as inadequate technological devices, the absence of an automatic queuing system, can slow down the administration process. These technical obstacles extend patient waiting times and can potentially increase dissatisfaction, both from the patient and staff sides. Lack of facilities also affects staff productivity, where increased workload due to limited resources can reduce their focus on implementing SOP effectively. Therefore, ensuring the availability of adequate facilities is a crucial step for the existing SOP in hospitals.

These obstacles indicate that although training and understanding of SOP have been provided, implementation in the field requires additional support in the form of increasing infrastructure capacity, updating technology, and better communication strategies between staff and patients. This is in line with operational management theory which emphasizes the importance of coordination between humans, processes, and technology in providing quality services [14] . Therefore, periodic evaluation of the implementation of SOP and the provision of solutions to overcome technical and operational obstacles are very important so that the objectives of SOP, namely effective and efficient services, can be achieved optimally.

Patient Admission Procedure

In the process of accepting new patients, informants stated that there are steps for accepting new patients including several stages that will be passed, namely registering patient identification, verifying documents/identities, making new Medical Records (MR) and poly cards, delivering MR data to the intended recipient/ER, initial consultation with medical personnel, to directing patients to the unit, this process is carried out systematically to ensure that patients receive the right service according to medical and administrative needs. The existence of a structured workflow, SOP plays a role in reducing patient waiting time, increasing openness in services, and ensuring the security and accuracy of patient data. Important components in its implementation include regulating the flow of admissions, training staff in the use of information technology such as the Hospital Information System (SIRS), and routine evaluations to ensure that the implementation of SOP remains effective .

Accepting new patients at Siti Halimah Kandangan Hospital involves several integrated stages to ensure effective and efficient service. The initial stage starts with registration and identification of new patients, where patient data is recorded in detail as the initial administrative step. This process is most important because identification is essential for a new patient to find out the patient's data. This step is followed by verification of documents or patient identity to ensure the validity of the data provided. After that, the stage where the officer makes a new Medical Record (RM) for the patient and a poly card which will be the basis for medical and administrative information while the patient is undergoing treatment at the hospital.

Medical Records (MR) are documents containing complete records of patient identity, medical history, and all medical services received during treatment at a health facility [15] . Information in the MR includes personal data, examination results, diagnoses, medical procedures, drug prescriptions, and records of patient condition developments. MR has important functions, including as an official document that has legal force, a means of communication for medical personnel in providing services, and a source of information for assessing and designing patient care plans. In addition, Medical Records are also used as a basis for medical decision-making, compiling health reports, and conducting research. Then the poly card as a patient identity card is used as an identification mark and administrative tool when the patient visits the polyclinic at the hospital [16] . This card contains important information, such as the patient's name , medical record number, name of the destination polyclinic, and other administrative data relevant to the patient's visit. The main function of the polycard is to facilitate the patient registration process, record visit history, and direct patients to the appropriate service unit.

The next stage is the delivery of RM data to the destination service unit, such as a specific polyclinic or Emergency Unit (UGD), so that it can be processed further immediately. After the data is sent, the patient undergoes an initial consultation with a medical officer, which aims to evaluate the patient's condition, identify complaints, and determine the necessary treatment steps. 2The final stage is directing the patient to a service unit or facility that suits their needs, whether for medical procedures, follow-up care, or diagnostic examinations. Each stage is designed to support smooth service by prioritizing data accuracy and patient comfort, while reflecting the importance of implementing Standard Operating Procedures (SOP) in every process.

Increasing the effectiveness of SOP implementation

In the process of increasing the effectiveness of SOP implementation, informants stated that there were several points that needed to be improved, including routine evaluation, effective steps for accepting new patients, periodic employee training, communication with patients, maintenance of modern facilities, and improvement of electronic technology systems. In this case, this hospital can improve the effectiveness of SOP implementation so that it can be as expected and can also meet the desired patient standards, this can provide good value to patients so that this hospital becomes more advanced and runs in accordance with adequate SOP.

Based on the conditions at Siti Halimah Kandangan Hospital, the first increase in effectiveness is through routine evaluation. This routine evaluation is an important step in ensuring that the implementation of SOP is in accordance with established standards and to identify weaknesses and obstacles that arise during the process of accepting new patients [17]. This evaluation can be done through input from employees, responses and suggestions from patients or patient families, and operational data analysis. The results of the evaluation must be used as a basis for updating or improving existing procedures to be more relevant and efficient according to field needs. Evaluations are carried out periodically, for example every three months, by a special team consisting of management, medical staff, and administration. Through this evaluation, the hospital can identify obstacles such as inconsistencies in procedures, technical obstacles, or ineffective communication between staff and patients and this evaluation also allows for updating SOP to suit current operational needs.

The increase in the effectiveness of the implementation of SOP in the process of accepting new patients can be done through optimizing the use of information technology, such as the Hospital Information System (SIRS). This technology helps speed up the administrative process, including registration, document verification, to the creation of Medical Records (MR), while reducing the risk of manual errors. In addition, administrative procedures can be simplified by integrating several stages, such as combining the creation of MRs and poly cards, so that the process is more efficient and patient waiting times are reduced. This step needs to be supported by regular training for staff, especially in terms of understanding SOP, using technology, and developing communication skills, so that services can run according to standards. Systematic workflow arrangements are also an important aspect in increasing the effectiveness of SOP implementation [18]. Special lanes for patients with emergency conditions need to be implemented to ensure that they receive immediate

treatment without long administrative obstacles. In addition, increasing the number of staff during busy times and providing special counters for elderly patients or those with special needs can improve accessibility and comfort of services. Routine monitoring and evaluation also need to be carried out to assess the effectiveness of SOP implementation, identify obstacles, and make necessary improvements. Educating patients about the stages of admission, through media such as brochures, information boards, or digital applications, is also important to ensure they understand the process they must go through. With these steps, the implementation of SOP can be more effective, efficient, and support the improvement of the quality of hospital services.

Improving SOP Effectiveness through regular employee training is a strategic step to improve the effectiveness of SOP implementation in the process of accepting new patients, especially in dealing with various operational obstacles. Through training, employees can better understand the flow of patient admission procedures in depth, thereby increasing the speed of service which is often an obstacle. Training can also focus on improving communication skills, especially in explaining procedures to patients who do not understand the administrative flow. With more effective communication, staff can provide clear and responsive information, thereby helping to reduce patient confusion [19]. In addition, regular training can include facility management and handling technical obstacles, such as disruptions to electronic technology systems. Employees are trained to use technology optimally, including troubleshooting steps that occur, to ensure the hospital information system runs smoothly. Real-life situation simulations during training can improve staff readiness in handling problems that have the potential to hinder the implementation of SOP. With ongoing training, staff are not only able to carry out procedures consistently, but also improve the overall quality of service, even when facing operational constraints in the field.

Effective communication with patients is one of the main components in increasing the effectiveness of SOP implementation in the new patient admission process. Officers need to provide clear, concise, and easy-to-understand information about the admission flow, document requirements, and procedures that patients will go through. Regular communication training is needed to equip staff with the ability to convey information empathetically, especially to patients who may experience anxiety or confusion [20]. In addition, the use of modern communication media, such as interactive information screens or hospital digital applications, can be a solution to help patients understand the admission process independently. With good communication, patients feel more comfortable and helped, so that the admission process runs more smoothly and efficiently.

Maintenance of modern facilities also plays an important role in supporting the optimal implementation of SOP. Hospitals must ensure that facilities such as registration counters, adequate waiting areas and electronic technology devices are in good condition and always ready for use. Regular maintenance of the Hospital Information System (SIRS) and related hardware can prevent technical disruptions that could potentially hinder the flow of patient admissions. In addition, modernizing facilities, such as digital queuing systems and automatic identification devices, can speed up administrative processes and reduce the risk of data errors. By integrating effective communication and modern, well-maintained facilities, new

patient admission SOP can be implemented efficiently, providing a better service experience for patients, and improving the reliability of hospital operations.

The development of an electronic technology system is a strategic step to increase the effectiveness of implementing SOP in the process of accepting new patients . The implementation and optimization of the Hospital Information System (SIRS) is a top priority to accelerate the registration process, data verification, and creation of Medical Records (MR). This system allows automatic data processing, minimizes manual errors, and integrates information between units in the hospital directly . In addition, the development of technology-based systems such as electronic queuing systems , identification systems using barcodes or QR codes, and mobile-based hospital applications can make it easier for patients to access services and reduce waiting times. [21] . Maintenance and development of electronic technology systems also require special attention so that the system remains of high quality and functions optimally. Routine audits of hardware and software must be carried out to ensure that there are no technical disruptions that could hinder the implementation of SOP. Strong data integration with advanced security features is also essential to ensure the confidentiality and accuracy of patient data. [22] . With the development of a planned and integrated electronic technology system, the implementation of SOP can run more efficiently, provide a better service experience for patients, and increase hospital operational productivity .

4. Conclusion

This study found that the implementation of the Standard Operating Procedure (SOP) for accepting new patients at Siti Halimah Kandangan Hospital has generally met the established operational standards. Employees and staff understand the importance of SOP in maintaining consistency and quality of service. However, several challenges were identified, such as less effective speed of service, communication constraints with patients, limited facilities, and technical barriers to technology systems. And with the existence of solutions such as staff training, facility maintenance, and development of electronic technology systems are recommended to overcome these obstacles and increase the effectiveness of SOP implementation.

This study provides an important contribution to the field of science by adding insight into the factors that influence the implementation of SOP at the local hospital level. In practice, the results of this study can help hospital management identify areas that need improvement, both in terms of operations and human resources. The novelty of this study lies in its focus on exploring the relationship between staff training, technological infrastructure, and the effectiveness of SOP in improving health services.

Limitations in this study include several factors that need to be considered. Such as the data collection process may be influenced by the researcher's perspective, which could

potentially affect the results of the analysis. The researcher also recommends a future research agenda to further investigate specific challenges in implementing SOP and how they affect patient experience. Further research can focus on developing more effective improvement strategies and routine evaluation of SOP implementation to ensure better quality of health care.

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