

## Hospital Staffing, Communication and Management on Patient Safety Rating at Dr. Iskak Hospital Tulungagung

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### ABSTRACT

**Background:** Patient safety is an important element of the quality of a health service, with the existence of a patient safety culture it is hoped that it can make patient care safer. Thus it is necessary to improve quality through several supporting aspects of patient safety.

**Purpose:** The purpose of this study is to analyze staffing, communication and hospital management for patient safety ratings at Dr. Iskak Tulungagung Hospital.

**Methods:** The type of research conducted in this activity is an observational study with a cross-sectional design and using logistic regression statistical tests. The sample in this study were 406 respondents.

**Results:** Based on the characteristics of the respondents, it shows that nurses with an education level of S1 Nursing are 258 respondents and D3 Nursing are 148 respondents, with an age range > 41 years (38%), ages 31-40 years (36.7%), ages 20-30 years (25.3%), and the majority of nurses have working hours > 40 hours/week (75%) and working hours of 30-40 hours/week (25%). The results of the descriptive analysis show that the value of good category staffing is 95%, communication openness is good category is 87% and hospital management is good category is 92%. Meanwhile, based on the statistical test results, the p-value is 0.000 <0.05; p-value 0.000 <0.05; and a p-value of 0.000 <0.05.

**Conclusion:** Thus indicating that there is the Influence of Hospital Staffing, Communication and Management on Patient Safety Rating at Dr. Iskak Hospital Tulungagung.

**Keywords:** communication, patient safety, staffing

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**BACKGROUND**

Patient safety is an important component of the quality of health services. Hospital patient safety is a system where hospitals make patient care safer (Depkes RI, 2006). Improving quality and patient safety requires solid teamwork which is a collaborative practice between effective communication, accurate completion of tasks and results and formulation of clear responsibilities (WHO, 2011).

Nursing service providers, especially nurses, contribute to the occurrence of errors that threaten patient safety. Nurses are health workers with the largest number in hospitals, provide the longest service (24 hours continuously) and interact most frequently with patients with various procedures and nurses' actions. One nurse may have to be responsible for six or more patients (Cahyono, 2012). Every mistake in the procedure undertaken is at risk of unexpected events. Human factor errors can occur due to communication problems, work pressure, busyness and fatigue (Cahyono, 2012).

The hospital is an individual health service facility that provides inpatient and outpatient care, therefore quality service is a must and absolutely fulfilled by a hospital. One of the efforts to improve the quality of service to the community is to improve the performance of the hospital in a professional and independent manner.

Based on the results of a preliminary study at Dr. Iskak Tulungagung is known in the period 2018-2020 there were several reports of incidents that occurred. Reporting of existing events from the 2018-2020 period provides an explanation that the implementation of patient safety in Dr. Iskak Tulungagung less than optimal. From patient safety incident reporting data and data from patient safety culture survey results in the previous year, in 2021 RSUD Dr. Iskak Tulungagung again adopted a patient safety culture measure that was implemented for all hospital staff from several sources as the first step in a good patient safety program.

Staffing is defined as the process of confirming skilled workers fill the organizational structure through the selection and development of personnel. With staffing, it is hoped that the number and skills possessed by nurses will be fulfilled according to the needs of each unit needed (Doughlas et al, 1976 in Beginta, 2012). The lack of number and quality of nursing staff has an impact on the high workload of nurses, which is the biggest contributing factor to the cause of human error in nursing services. Hospitals with inadequate nursing staff are very at risk for errors to occur which lead to undesirable things happening. To create adequate staff, education, training, and patient safety orientation must be provided. This aims to obtain a unified understanding of how patient safety must be implemented. Staffing can be measured by the adequacy of staff to handle the workload and appropriate working hours in providing the best care to patients (Pujilestari, 2014).

Hospital Management Dr. Iskak Tulungagung refers to the Balance Score Card (BSC) strategy to boost organizational performance through the perspectives of finance, customers, internal business processes and employee empowerment and growth. Communication is key for staff to achieve patient safety. Health-care facilities plan and design patient safety information management processes to meet internal and external information needs.

The high involvement of nurses in discussions and rounds with superiors illustrates that the level of staff participation is quite high. Fitriani said that in an organization that must continue to grow, it requires high creativity in its management, the support and involvement of employees plays a very big role. This is because the suggestions and input as well as the information provided by the staff will influence the leadership's decision making (Amanullah, 2014). The reliability of this dimension is 93.6%, while the achievement target in this dimension is 75%, meaning that feedback and communication about errors have met the target. This shows that respondents in work units feel that they have disclosed information about unit

decisions.

## METHODS

The type of research conducted in this activity is observational research, namely observational research (survey) that tries to find a description of the variables without intervening in the research target. The design used is cross-sectional, that is, the researcher only makes observations and measures variables at a certain time. Measurements of unlimited variables must be at the same time, but have the meaning that each subject is only subjected to one measurement, without follow-up or repeated measurements (Saryono & Anggraeni, 2012).

Samples were taken by simple random sampling technique. The number of samples in this study were 406 respondents. Statistical tests use logistic regression. According to Ghazali (2018) logistic regression analysis is a regression that tests whether there is a probability of occurrence of the dependent variable that can be predicted by the independent variable.

## RESULTS

### Characteristics of Respondents

#### Characteristics of Respondents Based on Education

Table 1. Characteristics of Nurses Based on Education

No	Characteristics	<i>f</i>	%
1.	Education		
a.	D3 Nursing	148	36.5%
b.	S1 Nursing	258	63.5%
	Total	406	100%

Based on the table above, it shows that the majority of nurses have an education level of S1 Nursing by 258 respondents (63.5%) and D3 Nursing by 148 respondents (36.5%).

#### Characteristics of Respondents Based on Age

Table 2. Characteristics of Nurses by Age

No	Characteristics	<i>f</i>	%
1.	Age		
a.	20-30 years	103	25.3%
b.	31-40 years	149	36.7%
c.	>41 years	154	38%
	Total	406	100%

Based on the table above, it shows that the majority of nurses are >41 years old (38%), 31-40 years old (36.7%) and 20-30 years old (25.3%).

#### Characteristics of Respondents Based on Working Hours

Table 3. Characteristics of Nurses Based on Working Hours

No	Characteristics	<i>f</i>	%
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<b>1.</b>	Working hours		
a.	30-40 hours/week	103	25%
b.	>40 hours/week	304	75%
	Total	406	100%

Based on the table above, it shows that the majority of nurses have working hours of >40 hours/week (75%) and working hours of 30-40 hours/week (25%).

#### Variable Characteristics

#### Staffing Variable Characteristics

Table 4. Characteristics of Variables Based on Staffing

No	Characteristics	<i>f</i>	%
<b>1.</b>	Staffing		
a.	Good	386	95%
b.	Not enough	20	15%

Based on the table above, it shows that nurses at Dr. Iskak Tulungagung General Hospital have good staffing with a percentage of 95%.

#### Characteristics of Communication Openness Variables

Table 5. Variable Characteristics Based on Open Communication

No	Characteristics	<i>f</i>	%
<b>1.</b>	Communication openness		
a.	Good	353	87%
b.	Not enough	53	17%

Based on the table above, it shows that nurses at Dr. Iskak Hospital have good communication openness with a percentage of 87%.

#### Characteristics of Hospital Management Variables

Table 6. Characteristics of Hospital Management Variables

No	Characteristics	<i>f</i>	%
<b>1.</b>	Hospital management		
a.	Good	374	92%
b.	Not enough	32	6%

Based on the table above, it shows that hospital management is good with a percentage of 92% and less than 6%.

#### Patient Safety Rating Variable Characteristics

Table 7. Characteristics of Patient Safety Rating Variables

No	Characteristics	<i>f</i>	%
<b>1.</b>	Patient Safety Rating		

a.	Good	390	96%
b.	Not enough	16	4%
Total		406	100%

Based on the table above, it shows that the patient safety rating in the good category is 96% and the poor category is 4%.

**Statistic test**

Model	df	Sig	Exp(B)
Staffing	1	.000	2,291
Communication Openness	1	.000	1,200
Hospital management	1	.000	1,666

**Analysis of the Effect of Staffing on Patient Safety Rating**

Based on the results of the Logistic Regression analysis, it shows that the p-value is  $0.000 < 0.05$ , so H1 is accepted, so it is concluded that there is an influence of Staffing Effect on Patient Safety Rating at Dr. Iskak Tulungagung Hospital.

**Analysis of the Effect of Openness of Communication on Patient Safety Rating**

Based on the results of the Logistic Regression analysis, it shows that the p-value is  $0.000 < 0.05$ , so H1 is accepted, so it can be concluded that there is an effect of open communication on patient safety ratings at Dr. Iskak Tulungagung General Hospital.

**Analysis of the Influence of Hospital Management on Reporting of Patient Safety Events**

Based on the results of the Logistic Regression analysis, it shows that the p-value is  $0.000 < 0.05$ , so H1 is accepted, so it can be concluded that there is an Influence of Hospital Management on Patient Safety Rating at Dr. Iskak Tulungagung Hospital.

**DISCUSSION****Identify Hospital Staffing, Communication and Management**

Staffing is defined as the process of confirming skilled workers fill the organizational structure through the selection and development of personnel. With staffing, it is hoped that the number and skills possessed by nurses will be fulfilled according to the needs of each unit needed (Doughlas et al, 1976 in Beginta, 2012). The lack of number and quality of nursing staff has an impact on the high workload of nurses, which is the biggest contributing factor to the cause of human error in nursing services.

Hospitals with inadequate nursing staff are very at risk for errors to occur which lead to undesirable things happening. To create adequate staff, education, training, and patient safety orientation must be provided. This aims to obtain a unified understanding of how patient safety must be implemented. Staffing can be measured by the adequacy of staff to handle the workload and appropriate working hours in providing the best care to patients (Pujilestari, 2014).

Based on the results of the descriptive analysis, it shows that nurses at Dr. Iskak Tulungagung General Hospital have good staffing with a percentage of 95%. Thus it can be concluded that the number of adequate staff at Dr. Iskak Hospital is sufficient to handle the appropriate workload for patients.

Communication is the basic mechanism that builds the life of a team to function properly. Improving the quality of information transformation can reduce errors that occur due to communication. Good and correct communication needs to be done to coordinate nursing care which involves many professions other than the nursing profession. Nurses have the most dominant role in preventing medication errors, including reporting incidents, educating themselves and other nurses about the importance of communication, providing recommendations for changes to procedures and policies and being involved in identifying problems (Ramsey, 2013 in Idris, 2017).

Open communication also involves patients and families. Ethically, patients and families have the right to know what is happening to them. On the other hand, doctors, nurses and hospitals, both morally and legally, have no right to cover up/not provide information to patients. Patients have the right to obtain information regarding examination results, alternative therapies, results of consultations and therapies, and to give consent if certain medical procedures are to be carried out after being given sufficient information about the purpose, benefits, procedures and risks of said medical action. If a patient safety incident then occurs, the patient has the right to know what incident is happening, why it happened, and what the solution is (Cahyono, 2008: 273).

Based on the results of the descriptive analysis showsthat nurses at RSUD Dr. Iskak have good communication openness with a percentage of 87%. Thus it can be concluded that high openness of communication and feedback has been applied to nurses at Dr.Iskak Hospital.

#### **Identifying Patient Safety Rating at dr.Iskak Hospital Tulungagung**

Patient safety is an important aspect of the quality of health services. Hospital patient safety is a system where hospitals make patient care safer. Improving quality and patient safety requires solid teamwork which is a collaborative practice between effective communication, accurate completion of tasks and results and formulation of clear responsibilities (WHO, 2011).

According to WHO, unsafe health services are one of the 10 leading causes of death and disability in the world. In high-income countries alone it is estimated that one out of every 10 patients experiences harm while receiving hospital care. Globally, as many as four out of every 10 patients have a harmful incident in primary and outpatient care. The good news is that these cases can be avoided because up to 80% of these harmful incidents are preventable.

This is supported by Permenkes No 1961 of 2011, CHAPTER V Article 9 paragraph 2 which regulates patient safety measures in hospitals. One of the hospitals that implements this is RSUD dr. Iskak Tulungagung where bBased on the results of the descriptive analysis, it shows that the patient safety rating at Dr. Iskak Hospital is included in the good category at 96% and the poor category at 4%.

#### **Analyzing the Influence of Hospital Staffing, Communication and Management on Patient Safety Rating at Dr. Iskak Hospital Tulungagung**

Staffing is defined as the process of confirming skilled workers fill the organizational structure through the selection and development of personnel. The lack of number and quality of nursing staff has an impact on the high workload of nurses, which is the biggest contributing factor to the cause of human error in nursing services.

Thus Dr. Iskak Tulungagung General Hospital always analyzes and considers its organizational structure or staffing in hospital management. Based on the results of the Logistic Regression analysis, it shows that the p-value is  $0.000 < 0.05$ , so H1 is accepted, so it can be concluded that there is an influence of Staffing Effect on Patient Safety Rating at Dr. Iskak Tulungagung General Hospital.

Communication is the basic mechanism that builds the life of a team to function properly. Improving the quality of information transformation can reduce errors that occur due

to communication. Based on the results of the Logistic Regression analysis, it shows that the p-value is  $0.000 < 0.05$ , so H1 is accepted, so it can be concluded that there is an effect of open communication on patient safety ratings at Dr. Iskak Tulungagung General Hospital.

Hospital Management Dr. Iskak Tulungagung refers to the Balance Score Card (BSC) strategy to boost organizational performance through the perspectives of finance, customers, internal business processes and employee empowerment and growth. Hospital management has a duty to provide a work climate that promotes patient safety and demonstrates that patient safety is a top priority. Based on the results of the Logistic Regression analysis, it shows that the p-value is  $0.000 < 0.05$ , so H1 is accepted, so it can be concluded that there is an Influence of Hospital Management on Patient Safety Rating at Dr. Iskak Tulungagung Hospital.

This is reinforced by research conducted (Pujilestari, 2018), where hospital management in implementing patient safety culture can be seen from policies issued regarding the implementation of patient safety such as incident reporting procedure policies, policies that regulate the ratio between nurses and patients served, standard operating procedures, and several other policies that must be developed to ensure safe service delivery for patients. After the policy is set by the hospital, the management must socialize it to all staff so that a common perception is produced in providing services that are supposed to be for patients.

## CONCLUSION

### **Identify Hospital Staffing, Communication and Management**

Based on the results of the descriptive analysis, it shows that nurses at Dr. Iskak Hospital have good staffing with a percentage of 95%, good communication openness with a percentage of 87% and good category hospital management at 92%, less than 6%.

### **Identifying Patient Safety Rating at Dr. Iskak Hospital Tulungagung**

Based on the results of the descriptive analysis shows that patient safety rating at RSUD Dr. Iskak Tulungagung the good category is 96% and the less category is 4%.

### **Analyzing the Influence of Hospital Staffing, Communication and Management on Patient Safety Rating at Dr. Iskak Hospital Tulungagung**

Based on the statistical test results showed a p-value of  $0.001 < 0.00$ ; p-value  $0.000 < 0.05$ ; and a p-value of  $0.000 < 0.05$ . Thus showing that there is The Influence of Hospital Staffing, Communication and Management on Patient Safety Rating at Dr. Iskak Hospital Tulungagung.

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