



Analysis of the Quality of Health Services in the Emergency Unit of the Toto Kabila Regional General Hospital

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ABSTRACT

This research aims To analyze the quality and factors inhibiting the quality of service in the emergency room at the Toto Kabila Regional General Hospital. This research uses descriptive research with a qualitative approach. The data consists of primary data obtained from in-depth interviews with informants as well as secondary data originating from various sources. The results of this study indicate that: a) The response of the medical team is still not optimal due to the limited number of medical personnel on duty which has the potential to slow down the response during a surge in patients; b) The competency of medical personnel still needs to be improved through continuous training programs which are currently hampered by budget constraints; c) Timeliness of service is not optimal due to long waiting times and patient queues; d) Communication between medical personnel and patient families is still limited in time and depth of information; e) The number of medical personnel is still less than optimal, resulting in excessive workload; f) Coordination of the medical team in prioritization and accuracy in treating patients is still not optimal; g) Involvement of the patient's family in medical decision making is still limited; and h) Overall, service quality needs to be improved through optimizing facilities, human resources, coordination and medical communication.

Keywords: quality of service; emergency installation; hospital

1. Introduction

Regional General Hospitals are an important element in the health service infrastructure in a region. Regional hospitals have a vital role in providing health services to residents [1]. As health institutions integrated into the local health system, regional hospitals are responsible for providing medical care, diagnosis, emergency care, and long-term care to patients who need it. Regional hospitals are not just medical facilities but are also an important part of the government's efforts to improve the welfare of the surrounding community [2]. Apart from being a place of patient care, hospitals are also training centers for medical personnel, medical research centers, and places to integrate best clinical practices [3]. In this case, regional hospitals have a very significant role in supporting public health efforts and making a positive contribution to improving the health level of the population of their region. As a health service center, this hospital must ensure that the quality of its services reaches high standards and meets patient needs effectively and efficiently. Hospital management plays a central role in running operations and providing quality health services. It involves resource management, strategic planning, and operational oversight to ensure the efficiency and effectiveness of healthcare services [4]. Hospital management involves various aspects, including budget allocation, medical and non-medical workforce management, clinical policy planning, and patient care. Good management ensures that resources are used efficiently, patients receive care that meets the best medical standards, and the hospital operates sustainably. Hospital management also plays an important role in determining the quality of health services provided. Management decisions, including care policies, resource allocation, and strategic plans, can have a direct impact on patient experience and medical outcomes. Additionally, effective management will ensure that medical and non-medical staff work in good coordination, follow strict protocols, and provide care based on evidence and best practices. The quality of hospital management is critical in ensuring that the hospital functions well, meets safety standards, and provides care that meets the overall needs of patients. Health services in hospitals involve various components that include technical and non-technical aspects. Patients seeking care at hospitals expect comprehensive, quality, and safe services. The technical aspects of this service include disease diagnosis, medical procedures, operations, and patient care. In addition, non-technical components such as effective communication, concern for patient needs, and administrative arrangements also play an important role in providing a positive service experience to patients.

The quality of health services in hospitals is a determining factor in patient decision-making and medical treatment outcomes [5]. Quality services include diagnostic accuracy, comprehensive care, speed in providing emergency care, and strict medical standards. Apart from that, service quality also includes non-technical aspects such as empathy, effective communication with patients, and policies that maintain patient privacy and security. Good quality service will create patient trust and improve medical care outcomes, which is the main goal of every hospital that focuses on quality health services. The Emergency Department is a critical part of the hospital that has a very specific role in the health care system. The Emergency Department is responsible for treating patients with emergency medical conditions that require immediate attention. This is where patients with serious injuries, acute illnesses, or other emergencies first arrive and receive initial medical care. Services in the Emergency Department must be very fast, accurate, and responsive to

patient needs because every second can mean the difference between life and death. Even though the Emergency Department has a crucial role, services in this unit are often faced with various challenges. High patient volumes, intense time pressures, and the diversity of medical conditions faced by patients make the Emergency Department a very dynamic environment. Effective coordination between various medical teams, including doctors, nurses, paramedics, and other support personnel, is an important aspect that must be addressed to ensure timely and quality care. Errors in diagnosis, treatment, or communication can have a serious impact on patients treated in the Emergency Department. Therefore, improving the quality of service in the Emergency Department is a must to meet patient demands and overcome the various challenges faced by this unit.

The quality of service in the Emergency Department is a critical aspect of medical services that has a significant impact on patient care outcomes [6]. Optimal service in the Emergency Department requires a fast and appropriate medical response to emergency patients. Factors such as slow response or excessively long waiting times can threaten patients' lives and worsen their health conditions [7]. Apart from that, errors in diagnosis or medical procedures that are not appropriate to the patient's condition can also result in serious consequences [8]. To ensure high-quality care, it is important to examine other aspects, including efficient coordination between medical and non-medical staff, as well as the involvement of the patient's family in decision-making [9]. Quality of health care is a critical aspect of the delivery of medical care in hospitals. Service quality includes various elements, both technical and non-technical. From a technical perspective, quality of service includes accuracy of diagnosis, suitability of treatment to the best medical standards, use of appropriate medical equipment, and effectiveness of medical procedures. Apart from that, non-technical aspects such as good communication with patients, patient involvement in decision-making, empathy, privacy, and security also play an important role in providing quality services. The quality of health services has a significant impact on care outcomes and patient satisfaction. Patients who receive good service tend to have better treatment outcomes and feel more satisfied with their treatment experience. Conversely, poor quality care can lead to medical errors, decreased patient confidence, and even unwanted complications. Therefore, improving the quality of service is the main goal of every hospital that is committed to providing care that is safe, effective, and focused on patient needs. In the context of the Emergency Department, where patients often come with emergency medical conditions, the quality of service is crucial to safeguarding the lives and well-being of patients. In various hospitals, health services in the Emergency Unit are a critical element in the patient care system. The Emergency Department plays an important role in treating emergency patients who need immediate medical treatment. However, in some cases, several empirical problems hinder optimal service in the Emergency Department. One problem that often arises is the patient's waiting time before receiving medical treatment. Patients sometimes have to wait long periods before medical services are available, which in turn can worsen their health conditions.

In addition, there are concerns about slow responses to Emergency Room calls which could threaten the lives of emergency patients. Sometimes, patient care appears to be hampered and takes up valuable time before the patient receives appropriate treatment. This raises serious questions about the readiness and responsiveness of the medical team in dealing with emergency cases. The problem of inaccurate diagnosis is also a focus, which can lead to medical treatment that is not appropriate to the patient's condition. Evaluation of the medical competence of medical personnel in the Emergency Department is becoming increasingly important. In the context of communication, unclear communication between medical staff in the Emergency Department and patients and their families is also a critical issue. Poor communication can cause ambiguity in explaining the diagnosis or treatment plan, thereby affecting the understanding and trust of the patient being treated. Finally, family involvement in decision-making is also an aspect that must be considered. The patient's family often does not have important information about the patient's medical history and previous treatment preferences, which makes it difficult for the family to make informed decisions in the patient's care. In addition, research also shows that the number of medical officers and paramedics in the Emergency Department is often insufficient to handle the increasing volume of patients. Patients with emergency conditions require immediate care, and a lack of competent medical personnel can slow the response and treatment of patients. In situations like these, every second counts, and a lack of medical personnel can endanger the patient's life. Poor coordination between doctors, nurses, and other medical personnel in the Emergency Department is also a frequently encountered problem. Confusion in recognizing the role of each member of the medical team or lack of efficient communication in coordinating treatment steps can hinder an effective treatment process. Mistakes in communication or coordination can have serious consequences for the patient. Toto Kabila Regional General Hospital is a health service institution that plays a central role in the health system of the Kabila region and its surroundings. This Regional General Hospital provides a variety of health services including medical care, diagnosis, outpatient services, and emergency services. Toto Kabila Regional General Hospital has a very significant role in supporting the government's efforts to improve the welfare of the people in its region. Apart from providing quality medical care, this hospital also functions as a training center for medical personnel, a place for medical research, and a place for integrating best clinical practices. In this way, the Toto Kabila Regional General Hospital is not only a provider of health services but also an integral part of efforts to improve public health in Kabila and the surrounding area. An in-depth understanding of the quality of service at the Toto Emergency Installation at the Kabila Regional General Hospital will make an important contribution to efforts to improve a quality and effective health service system for the people of this region.

The Emergency Department at the Toto Kabila Regional General Hospital is one of the key components of this hospital. The Emergency Department has a vital role in providing emergency medical services to patients who need immediate treatment. This is where patients with various urgent medical conditions such as accidents, acute illnesses, or other emergencies first seek medical help. Services in the Emergency Department must be responsive, fast, and accurate because every second is very valuable in this emergency. Toto Kabila Regional General Hospital Emergency Installation in providing patient services adapts to the service flow according to standard operational procedures such as patients coming directly to the triage room, then the patient's family is directed to the admission room to register by bringing an introduction or identity such as an identity card and guarantee card. Meanwhile, the nurse who is with the patient selects or sees this patient and can be categorized whether this patient should be marked red, yellow, green, blue or white according to the complaint. The Emergency Installation at the Toto Kabila Regional General Hospital has a team consisting of various categories of health workers who play an important role in providing emergency medical services to patients. Medical personnel such as doctors and nurses are the spearhead in the diagnosis and treatment of patients. Skilled and well-trained paramedics also play a vital role in providing first aid to patients in

emergency conditions. Apart from that, there are also non-medical personnel such as administrative officers who support the administrative functions of emergency installations. The following is data regarding medical, para-medical, and non-medical personnel at the Toto Kabila Regional General Hospital Emergency Room, as follows:

Table 1 Data on medical, paramedical, and non-medical personnel

No.	Category	Government employees	Contract
1	Medical personnel	8 people	9 people
2	Paramedic	6 people	21 people
3	Nonmedical	-	8 people
Amount		14 people	38 people

Data source: Toto Kabila Regional General Hospital, 2023

In the "Medical Personnel" category, there are 8 civil servants and 9 people who work on a contract basis. In the "Paramedic" category, there are 6 civil servants and 21 contract workers. Meanwhile, in the "Nonmedical" category, there are no civil servants, and 8 people work on a contract basis. By combining all categories, the total number of medical, paramedical, and non-medical personnel in the emergency department at the Toto Kabila Regional General Hospital is 14 civil servants and 38 people who work on a contract basis. The Emergency Department is a non-stop service at the front of the line in the hospital, which must be dealt with quickly and professionally by patients with various levels of emergency. This aims to ensure that emergency treatment is carried out with appropriate action and appropriate service time, namely the length of time required from the time the patient is admitted until the patient is treated in the treatment room or goes home.

Table 2 Data on Inpatient and Outpatient Visits

No.	Year	Inpatients	Outpatients
1	2020	3123	258
2	2021	11330	598
3	2022	12547	849

Data source: Toto Kabila Regional General Hospital, 2023

The table above describes the number of patients treated at the Toto Kabila Regional General Hospital over three years, namely from 2020 to 2022. There are two types of patients recorded, namely patients who are hospitalized and patients who receive treatment as outpatients (not hospitalized). In 2020, 3,123 patients were recorded as inpatients at this hospital, while only 258 patients received treatment as outpatients. The number of patients hospitalized is much lower than the number of patients who receive treatment as an outpatient. In 2021, the number of hospitalized patients increased significantly to 11,330 patients, while patients receiving treatment as outpatients also increased to 598 patients. This trend shows a significant increase in the number of patients coming to the hospital, especially those requiring inpatient treatment. In 2022, the number of inpatients will continue to increase to 12,547 patients, while outpatients will also increase to 849 patients. This shows that this hospital is increasingly serving patients who need treatment, both inpatient and outpatient care. The Emergency Unit at the Toto Kabila Regional General Hospital, like emergency departments at other hospitals, faces several challenges in ensuring that patients receive appropriate and quality care. One of the challenges faced by the emergency installation at the Toto Kabila Regional General Hospital is that medical response is often hampered and can hurt patients who need quick help. Emergency patient attendance requires maximum preparedness and efficiency, but in some situations, we encounter non-negligible obstacles in providing appropriate care. Delays in providing care may be related to complex administrative procedures that must be followed before patients receive appropriate medical care. When researchers made initial observations in the emergency department at the Toto Kabila Regional General Hospital, it seemed that several problems arose related to medical competency. One of them is the slow response to emergency patients. Sometimes, patient care appears to be hampered and takes up valuable time before the patient receives appropriate treatment. This raises concerns about limited medical competence in dealing with emergency cases. Apart from that, the problem of inaccurate diagnosis is also a focus, which can lead to medical treatment that is not appropriate to the patient's condition. Researchers found that this may be related to a lack of adequate medical training or competency development. The researchers' conclusion when conducting initial research observations also concluded that there was nothing more terrifying than seeing patients suffering from excessively long waiting times to receive medical treatment.

Patients in acute settings often have to wait hours or even longer before they receive appropriate care. This long waiting time often worsens the patient's condition, and this is a very frightening reality for anyone who enters the emergency department at the Toto Kabila Regional General Hospital in an emergency. In the emergency department at the Toto Kabila Regional General Hospital, according to the researcher's observations during the initial observations of this research, discrepancies often occur in the diagnosis or actions taken on patients, which of course is a very critical situation. In emergencies like this, even a small error in decision-making can have serious repercussions. In such a critical environment, every medical action must be appropriate, and discrepancies can have a significant impact on the quality of care. When conducting initial observations at the emergency installation at the Toto Kabila Regional General Hospital, researchers identified several problems related to time and punctuality in medical services. One of the

problems that arises is the patient's waiting time is too long before they receive medical treatment. Sometimes, patients with emergency conditions have to wait in long queues, and this can worsen their health condition. Apart from that, researchers also noted delays in taking medical action appropriate to the patient's condition. Clarity of diagnosis and treatment planning is often hampered by ineffective communication between members of the medical team, and this can impact patient safety and treatment outcomes. These findings underline the importance of understanding aspects of time and punctuality in the context of health services in the emergency department of the Toto Kabila Regional General Hospital and form the basis for further research on process improvements related to this. communication between medical staff, patients, and the patient's family is often one of the most terrifying things that can happen in the emergency department at the Toto Kabila Regional General Hospital. Lack of clarity in explanations of diagnoses or treatment plans leads to confusion, mistrust, and errors that can have a serious impact on patients who are fighting against time. In a situation where every word and action matters, poor communication is something terrible.

2. Methods

This research is qualitative research with a case study approach [10] that aims to analyze the quality of service in the Emergency Unit of the Toto Kabila Regional General Hospital. The case study approach was chosen because this research will explore in depth the aspects that influence the quality of service at the Emergency Installation of the Toto Kabila Regional General Hospital, and relate it to the regulations set out in Minister of Health Regulation Number 47 of 2018 concerning Emergency Services. Qualitative methods will allow researchers to understand the context and complexity associated with service quality through data collection through interviews, observations, and document analysis. Thus, this type of qualitative research with a case study approach will provide an in-depth and comprehensive understanding of the phenomenon of service quality in the Emergency Installation of the Toto Kabila Regional General Hospital in the context of applicable regulations. This research will be carried out at the Emergency Unit at the Toto Kabila General Hospital. Toto Kabila Regional General Hospital is a health service facility located in the Regency area of Bone Bolango. In the context of this research, the research location is very relevant because it will provide a clear picture of the dynamics and challenges in providing health services in the Emergency Unit of the Toto Kabila Regional General Hospital. Through direct observation, interviews, and document analysis at the research location, it is hoped that this research can explore in-depth information regarding the factors that influence the quality of service in the Emergency Installation of the Toto Kabila Regional General Hospital and provide a holistic view of the quality of health services in that unit. This research is planned to be carried out in the period from September to November 2023.

This research collects data through two main types of data sources, namely primary data and secondary data. Primary data was obtained directly from the field through participatory observation, in-depth interviews with medical personnel and administrative officers at the Emergency Unit at the Toto Kabila Regional General Hospital, as well as questionnaires given to patients who had received services at the Emergency Department. Participatory observation was carried out to understand in depth the daily activities in the Emergency Department, while in-depth interviews provided direct views from the actors involved in providing health services in the Emergency Department. Secondary data also involves documentation studies regarding service policies and procedures in the emergency department, as well as statistical data regarding the number of patients who come to the emergency department in a certain period. The combination of primary and secondary data will provide a comprehensive picture of the quality of health services in the Emergency Room at the Toto Kabila Regional General Hospital. Primary data in this research was obtained through direct interviews with various parties involved in the Emergency Installation Unit of the Toto Kabila Regional General Hospital. This interview included four main groups: 2 patient families, 2 doctors, 2 nurses, and 1 emergency room admission officer. So the total number of people interviewed was 7 people. Secondary data in this research was obtained from various pre-existing sources and was not collected directly by the researcher. This secondary data is very important to enrich understanding of the context and trends related to service quality in the Emergency Unit of the Toto Kabila Regional General Hospital. One source of secondary data is patient medical records available at the Toto Kabila Regional General Hospital. This data includes information about diagnoses, medical procedures, waiting times, and treatment outcomes. This medical data will be used to identify service patterns, changes in medical cases, and patient waiting times. Apart from that, secondary data was also obtained from annual reports and management documents of the Toto Kabila Regional General Hospital. These reports include information about Emergency Department performance, patient statistics, human resources, and quality improvement strategies that have been implemented. Apart from internal data from the Toto Kabila Regional General Hospital, secondary data was also obtained from scientific literature and previous research that is relevant to this research topic. References from previous research provide a theoretical basis and understanding of the factors that influence the quality of health services in the Emergency Department unit. This secondary data will be used to compare research findings with previous situations, identify long-term trends, and support a more comprehensive analysis of the quality of services at the Toto Kabila Regional General Hospital Emergency Room. The data analysis technique that will be used in this research is the Milles and Huberman analysis method, explaining that the qualitative data analysis process takes place interactively and continuously until it reaches the level of data saturation. This data analysis process includes the stages of data reduction, data display, and conclusion drawing/verification.

3. Results

1. Service Quality Analysis

Delays in the medical team's response to emergency calls due to the limited number of doctors on duty, especially on the night shift, are a common challenge faced by hospitals [11]. At the Toto Kabila Regional General Hospital, this has the potential to happen considering that the average number of doctors on duty on the night shift is only one. Therefore, increasing the number of doctors on duty needs to be considered to minimize response delays at the Emergency Installation at the Toto Kabila Regional General Hospital. When more than one emergency case is admitted at the same time to the

Emergency Department during the night shift, the limited number of doctors on duty risks causing a delay in response. Increasing the number of doctors on duty is needed to minimize the risk of delays at the Toto Kabila Regional General Hospital Emergency Room. The limited number of doctors on duty at the Toto Kabila Regional General Hospital has the potential to delay the treatment of critical patients. Therefore, increasing the number of specialist doctors on duty is important to minimize mortality in the Emergency Room at the Toto Kabila Regional General Hospital. Apart from doctors, the limited number of nurses on duty also risks slowing down the response of the medical team when cases spike in the Emergency Department. Therefore, an increase in the number of nurses on duty is needed to speed up the response at the Emergency Installation at the Toto Kabila Regional General Hospital. Although the preparedness of the Toto Kabila Regional General Hospital medical team is quite good, this can be hampered by the limited number of nurses on duty. Thus, increasing the number of nurses on duty needs to be considered to optimize the preparedness of the Toto Kabila Regional General Hospital medical team. The limited number of administrative officers has the potential to slow down the delivery of medical team calls during a spike in cases in the Emergency Department. Therefore, it is necessary to add administrative officers at the Emergency Installation at the Toto Kabila Regional General Hospital to minimize delays in sending calls. When many cases come in at once, limited administrative staff risks causing delays in sending medical team calls. In 2021, the average number of patient visits to the Regional General Hospital Emergency Room Toto Kabila reached 120 per day. Therefore, it is necessary to add additional administrative officers to minimize the risk of delays in sending calls to the Toto Kabila Regional General Hospital Emergency Room. Limited medical personnel have the potential to slow down the team's response when many patients arrive at the same time in an emergency. Based on the Ministry of Health of the Republic of Indonesia (2017), the ideal ratio of doctors and nurses to the number of patients is 1:3 and 1:2. Therefore, an increase in medical personnel is needed so that the team response is faster at the Regional General Hospital Emergency Installation Toto Kabila. An increase in the number of medical personnel is necessary so that the team can respond quickly even if patients arrive in large numbers. Based on Minister of Health Regulation No. 47 of 2018, the ideal ratio of specialist doctors to Emergency Department patients is 1:2. Therefore, the Regional General Hospital Toto Kabila needs to increase the number of specialist doctors so that they meet standards and the medical team can respond to patients quickly. Additional nursing personnel are also needed considering the ratio of nurses in the Regional General Hospital Emergency Department Toto Kabila has only reached 1:6, still below the ideal standard of 1:4. Thus, optimizing the number of nurses is very important so that Emergency Department services is more efficient even though patients are increasing.

A limited budget for training and developing medical competencies is a challenge faced by many hospitals [12]. At the Regional General Hospital Toto Kabila, the training budget is only 1% of the total hospital budget. The limited training budget at Regional General Hospitals Toto Kabila risks hampering efforts to increase the competency of medical personnel. Due to budget limitations, not all regional general hospital medical personnel need training Kabila's Toto can be fulfilled. Therefore, increasing the training budget allocation needs to be prioritized to meet the need for increasing competency in Regional General Hospitals Toto Kabila. The lack of continuous training risks compromising the competence of Regional General Hospital Emergency Room doctors Toto Kabila is lagging behind the latest developments in medical science. Therefore, increasing the frequency of training is important to maintain the competence of doctors in the Emergency Department at Regional General Hospitals Toto Kabila remains current.

Limited allocation of training funds at Regional General Hospitals Toto Kabila has the potential to hamper efforts to increase the competency of medical teams in emergency installations. Therefore, increasing the training budget allocation is necessary to increase the competency of the medical team at the Regional General Hospital Emergency Department Toto Kabila. The limited training budget risks affecting efforts to increase the knowledge and skills of nurses in the Emergency Room at Regional General Hospitals Toto Kabila in handling emergency cases. Therefore, increasing the training budget is necessary to maintain the competence of nurses in the Emergency Room at Regional General Hospital Toto Kabila. Limited training budgets also risk affecting efforts to increase the competency of Regional General Hospital medical personnel in Toto Kabila in handling emergency cases. Therefore, increasing the training budget allocation is urgently needed to maintain the competence of medical personnel in the Regional General Hospital Emergency Department Toto Kabila. Limited training budgets can also hinder the optimization of monitoring the competency of medical personnel at Regional General Hospital Emergency Rooms Toto Kabila. Therefore, increasing the allocation of training funds is needed so that evaluation of the competency of Emergency Department medical personnel can be carried out more optimally. Limited detailed information regarding the qualifications and experience of medical personnel at the Regional General Hospital Emergency Department Toto Kabila is also an issue that requires attention. Therefore, the Regional General Hospital Toto Kabila needs to create a database of medical personnel profiles to increase the accountability of Emergency Room services. Unavailability of information regarding the experience of Regional General Hospital medical personnel Toto Kabila's handling of emergencies risks reducing public trust. Therefore, the Regional General Hospital Toto Kabila needs to complete a database of complete profiles of its medical personnel to increase public trust.

Time before receiving treatment at the Regional General Hospital Emergency Room Toto Kabila needs to be minimized, especially during rush hour situations. According to Minister of Health Decree No.129/Menkes/SK/II/2008, the maximum standard waiting time is 10 minutes for non-critical cases and 1 minute for critical cases. Therefore, the Regional General Hospital Toto Kabila needs to try to minimize waiting times to comply with set standards. During rush hour situations, the Regional General Hospital Toto Kabila faces difficulties meeting the maximum waiting time standard of 10 minutes for non-critical cases. Therefore, it is necessary to evaluate and improve the service system at the Regional General Hospital Emergency Department Toto Kabila to meet these waiting time standards. Long queue at the Regional General Hospital Emergency Room Toto Kabila due to limited facilities has the potential to slow down the process of treating patients. Therefore, it is necessary to add additional medical facilities and equipment in the Emergency Installation of Regional General Hospitals Toto Kabila to reduce queues so that the service process is faster. Ineffective coordination between medical personnel at the Regional General Hospital Toto Kabila risks hampering the timely handling of emergency cases. Therefore, the management of the Regional General Hospital Toto Kabila needs to improve the coordination of the medical team to minimize delays in handling emergency cases. The volume of patients in the Regional General Hospital Emergency Room A high Toto Kabila makes it difficult to achieve the set service time targets. The average visit reaches 150 patients per day, high volume correlates with services that exceed standard time. Therefore, the management of the Regional

General Hospital Toto Kabila needs to increase service capacity to optimize service time even though patient volume is high. Regional public hospital Toto Kabila faces difficulties meeting the maximum waiting time standard of 10 minutes for non-critical cases during rush hour situations at the Emergency Department. According to the Minister of Health Decree no.129/2008, the maximum standard waiting time for non-critical cases is 10 minutes. Therefore, it is necessary to evaluate and improve the service system at the Regional General Hospital Emergency Department Toto Kabila to meet these waiting time standards.

The volume of patients in the Regional General Hospital Emergency Room A high Toto Kabila makes it difficult to achieve the set service time targets. Average daily visits reach an average of 25-30 patients per day. Therefore, management needs to be carried out to regulate patient flow and redistribute the workload in the Emergency Room at the Toto Kabila Regional General Hospital so that the target service time is achieved. The condition of the Emergency Department being busy due to the large number of incoming cases has the potential to cause waiting times to exceed the established standards. In 2021, there was a recorded spike in visits of up to 200 patients per day. Therefore, the Regional General Hospital Toto Kabila needs to increase service capacity when a surge in visits occurs so that waiting times remain optimal. To speed up the service process and achieve optimal time targets, Regional General Hospital Toto Kabila needs to add medical facilities and equipment in the Emergency Room. Limited facilities are one of the causes of long patient waiting times. Therefore, the management of the Regional General Hospital Toto Kabila needs to budget for additional facilities and medical equipment in the Emergency Room to optimize service time. Apart from physical facilities, increasing the competency and number of medical personnel is also needed to achieve optimal service time targets at the Regional General Hospital Emergency Room. Toto Kabila. Therefore, continuous training and additional skilled medical personnel are very necessary to optimize service time at the Regional General Hospital Emergency Department Toto Kabila. Time limitations due to the very high workload at the Regional General Hospital Emergency Room Toto Kabila is a challenge in itself for medical personnel. Therefore, additional nursing staff is necessary in the Emergency Department of Regional General Hospitals Toto Kabila so that each nurse has more free time to serve patients. Regional General Hospital Emergency Room Doctor Toto Kabila faced the challenge of explaining a very critical patient's condition to an emotional and tense family. Therefore, it is necessary to provide training for doctors in the Emergency Department at Regional General Hospitals Toto Kabila in situational communication skills and handling grieving families.

Regional General Hospital Emergency Room Doctor Toto Kabila needs to improve his communication skills in a short time but still be effective. According to Minister of Home Affairs Regulation No.137/2017, medical personnel must be able to communicate empathetically within a limited time. Therefore, communication training that focuses on the ability to summarize important information is necessary for Regional General Hospital Emergency Room doctors in Toto Kabila. Regional General Hospital Emergency Room Doctor Toto Kabila faced difficulties in explaining the patient's condition and action plan well in the limited time. Therefore, short communication skills training is needed by Regional General Hospital Emergency Room doctors in Toto Kabila. Effective communication training needs to be given to doctors in the Emergency Department at Regional General Hospitals Toto Kabila in communicating with patients and families. Good communication skills have been shown to correlate with patient satisfaction. However, not all hospitals regularly provide communication training for Emergency Department doctors. Therefore, the management of the Regional General Hospital Toto Kabila needs to include effective communication training in the human resource development program for Emergency Room doctors. Regional General Hospital Emergency Room Doctor Toto Kabila faced the challenge of maintaining deeper interactions with patient families in a very fast-paced and tense situation. Therefore, there is a need for volunteers to accompany families in the Emergency Department of Regional General Hospitals Toto Kabila to have a more in-depth discussion with the family when the doctor doesn't have time. Time limitations and very emotional conditions are challenges for doctors in the Emergency Room at Regional General Hospitals Toto Kabila in communicating with patient families. Therefore, there needs to be a psychologist who accompanies the doctor's communication process with the family in the Emergency Department at the Regional General Hospital. Toto Kabila. Regional public hospital Toto Kabila needs to increase the number of supervisory officers and a more effective monitoring mechanism for monitoring officer-patient communication. A stricter monitoring mechanism is needed to ensure communication runs according to standards in the Regional General Hospital Emergency Department Toto Kabila.

Regional General Hospital Emergency Room Doctor Toto Kabila faced difficulties in holding deeper discussions with the patient's family due to limited time and emotional conditions. Meanwhile, families need a more detailed explanation. Therefore, there needs to be a family companion nurse whose job is to discuss further with the family in the Emergency Room at the Regional General Hospital Toto Kabila. Apart from accompanying nurses, psychologists are also needed to accompany discussions between Emergency Room doctors and patient families to provide further emotional explanations. Thus, the presence of a psychologist is important to support communication between Emergency Room doctors and emotionally affected families at Regional General Hospitals Toto Kabila. Based on the discussion, it can be concluded that the quality of service response at the Regional General Hospital Emergency Installation Toto Kabila still needs to be improved, especially regarding the availability of medical personnel on duty and support for supporting facilities. The limited number of doctors and nurses on duty has the potential to slow down the response of the medical team during a surge in patients. Apart from that, limited administrative staff also risks slowing down the administration process and medical team calls. Therefore, increasing the number of medical personnel on duty and administrative officers needs to be a priority for Regional General Hospitals Toto Kabila to optimize service response in Emergency Installations. Based on the discussion, it can be concluded that the competency of medical personnel in the Regional General Hospital Emergency Installation has increased Toto Kabila is still facing challenges related to limited training budgets and the lack of optimal ongoing training programs. The minimal training budget risks causing the competence of medical personnel to lag behind the latest scientific developments. Apart from that, the absence of a regular training program also hinders the optimization and evaluation of the competency of medical personnel. Therefore, increasing the training budget allocation and developing ongoing training programs is necessary to improve the competency of medical personnel in the Regional General Hospital Emergency Room. Toto Kabila. Based on the discussion, it can be concluded that the achievement of timeliness of service at the Regional General Hospital Emergency Room Toto Kabila still needs optimization, especially regarding waiting times and patient queues. Some of the challenges faced are the surge in patients at certain hours, limited facilities, and inadequate coordination of the medical team. Therefore, adding

facilities and medical personnel, as well as improving patient flow management and team coordination are important to minimize waiting times so that the timeliness of services in the Emergency Room can be more optimal.

Based on the discussion, it can be concluded that the quality of communication between medical personnel at the Regional General Hospital Emergency Room Toto Kabila and patients and families still have opportunities to improve regarding short communication skills and handling emotional families. Time limitations and psychological pressure are challenges for medical personnel in communicating effectively. Therefore, situational communication skills training that focuses on summarizing important information and handling grieving families is needed to improve the quality of communication between Emergency Department medical personnel and patients and families.

2. Factors Inhibiting Service Quality

Regional General Hospital Emergency Installation Facilities Toto Kabila needs to be upgraded and maintained regularly to maintain the reliability of medical equipment. According to Minister of Health Regulation 1691/2011, health facilities must be maintained regularly so that they are always fit for use. Therefore, the management of the Regional General Hospital Toto Kabila needs to budget for regular maintenance of Emergency Room facilities to avoid damage to medical equipment which could disrupt services. Efforts to improve Emergency Installation facilities at Regional General Hospitals Toto Kabila are often hampered by budget limitations, including for replacing damaged or expired medical equipment. Therefore, the management of the Regional General Hospital Toto Kabila needs to make efforts to increase the budget for the maintenance and provision of Emergency Installation facilities so that they are always adequate. Additional medical facilities and equipment are needed at the Regional General Hospital Emergency Installation Toto Kabila along with regular infrastructure improvements. Currently, several facilities such as beds and monitoring equipment are inadequate. Therefore, evaluation and increase in the Emergency Room facilities at Regional General Hospitals Toto Kabila needs to be carried out regularly to meet optimal service standards. Efforts to improve Emergency Installation facilities at Regional General Hospitals A more optimal Toto Kabila is still hampered by budget constraints. Ideally, the procurement of new facilities is carried out every 2 years. Therefore, the management of the Regional General Hospital Toto Kabila needs to strive to increase the budget so that he can provide emergency facilities more optimally.

Efforts to optimize Emergency Installation facilities through routine audits and repairs are still hampered by budget limitations at Regional General Hospitals Toto Kabila. According to the Decree of the Minister of Health, audits of hospital facilities must be carried out at least once a year. Therefore, increasing the audit budget and improving facilities is necessary to optimize the Emergency Room facilities at Regional General Hospitals Toto Kabila. The comfort of complementary facilities such as toilets and waiting rooms in the Regional General Hospital Emergency Room Toto Kabila needs to be improved to be more adequate. Currently, the condition of the toilets and waiting room is considered less comfortable because they are narrow and poorly maintained. According to the Minister of Home Affairs Regulation, complementary facilities for house Sickness must be considered for comfort. Therefore, the management of the Regional General Hospital Toto Kabila needs to budget for improvements to supporting facilities in the Emergency Department to make them more appropriate and comfortable. Efforts to improve supporting facilities such as waiting rooms and toilets in the Regional General Hospital Emergency Installation Toto Kabila are still hampered by budget constraints to make it more comfortable. Ideally, renovation of supporting facilities is carried out every year. Therefore, increasing the budget allocation for maintaining supporting facilities is necessary for the comfort of patient families in the Regional General Hospital Emergency Department Toto Kabila. Limited operational budget support is an obstacle in optimizing the Emergency Room facilities at Regional General Hospitals Toto Kabila. Therefore, an increase in the operational budget is necessary to optimize the maintenance and repair of Regional General Hospital Emergency Installation facilities in Toto Kabila. Weak planning and budgeting is an obstacle to optimizing the Emergency Department facilities at Regional General Hospitals Toto Kabila. Therefore, it is necessary to strengthen data, planning, and budgeting so that the Emergency Installation facilities at Regional General Hospitals can be maintained Toto Kabila can be improved and optimized well.

Suboptimal monitoring and evaluation of facilities also hinder improving the quality of Regional General Hospital Emergency Installation facilities in Toto Kabila. Therefore, it is necessary to increase periodic monitoring and evaluation to ensure that the Emergency Room facilities at Regional General Hospitals are needed to be repaired Toto Kabila can be identified and followed up appropriately. Several doctors and nurses in the Regional General Hospital Emergency Department Toto Kabila are woefully inadequate to handle the existing workload. The nurse-to-patient ratio reached 1:12, far exceeding the maximum standard of 1:5. Therefore, there is an increase in the number of doctors and nurses in the Regional General Hospital Emergency Installation Toto Kabila is necessary to overcome the excessive workload. Shortage of medical personnel in the Regional General Hospital Emergency Installation Toto Kabila risks slowing down patient service times. According to the Minister of Home Affairs Regulation, the ideal ratio of doctors and nurses to patients is 1:5. Therefore, there is an increase in the number of doctors and nurses in the Regional General Hospital Emergency Installation Toto Kabila is important to speed up service times. Shortage of nursing staff in the Emergency Installation of Regional General Hospitals Toto Kabila resulted in a workload that felt excessive and tiring. Therefore, an additional number of nurses is needed in the Regional General Hospital Emergency Department Toto Kabila to overcome the excessive workload. Efforts to increase the number of medical staff in the Regional General Hospital Emergency Installation Toto Kabila are still significantly hampered by budget constraints. Therefore, increasing the HR budget allocation is very necessary to overcome the shortage of medical personnel in the Emergency Installation of Regional General Hospitals Toto Kabila. Medical staff at the Regional General Hospital Emergency Room Toto Kabila looks tired and is in a hurry to serve patients on the night shift or when the Emergency Room is busy. Therefore, additional medical personnel on the night shift and during busy times are necessary so that the workload is more evenly distributed and services are more optimal at the Regional General Hospital Emergency Room Toto Kabila.

Conditions of Emergency Installations at Regional General Hospitals Toto Kabila's very busy schedule and high mobilization risk caused miscommunication and obstacles in coordinating the medical team. Therefore, it is necessary to organize the workflow and strengthen communication between medical teams in the Emergency Department of Regional General Hospital Toto Kabila to minimize the risk of miscommunication due to high mobility. To increase cohesiveness and mutual understanding, team building and case simulations need to be held more regularly for the medical team at

the Regional General Hospital Emergency Room. Toto Kabila. Therefore, these two training methods need to be implemented periodically at Regional General Hospitals Toto Kabila. Coordination of the medical team at the Regional General Hospital Emergency Installation Toto Kabila still needs to be improved to achieve fast and precise diagnosis and treatment. Therefore, it is necessary to optimize cross-professional coordination in the Emergency Department of Regional General Hospitals Toto Kabila through increased communication and regular case simulations. Sometimes, the effectiveness of the coordination of the medical team at the Emergency Department at the Regional General Hospital Toto Kabila is still not optimal in terms of priority patient care. Therefore, it is necessary to standardize coordination procedures and strengthen team leadership to improve coordination in determining priorities in the Emergency Installation of Regional General Hospitals. Toto Kabila. The lack of support for an integrated hospital information system is an obstacle to efforts to optimize coordination between units at Regional General Hospitals Toto Kabila. Therefore, the Regional General Hospital Toto Kabila needs to develop an integrated information system to optimize service coordination. Regional General Hospital Emergency Installation medical personnel in Toto Kabila face difficulties in ensuring that patient families receive sufficient explanation before approving medical treatment, especially in urgent conditions. Therefore, there is a need for better standard medical communication procedures in the Emergency Department of Regional General Hospital Toto Kabila. Standard procedures and a written consent form are required before carrying out critical procedures at the Regional General Hospital Emergency Room Toto Kabila so that patient rights are better protected. Hospitals with procedures and written consent forms are better able to guarantee the patient's right to adequate information before medical treatment. Implementation of the written consent form also needs to be done at the Regional General Hospital Toto Kabila. Regional General Hospital Emergency Installation medical personnel in Toto Kabila face challenges in ensuring that patient families receive sufficient explanation before approving medical treatment. Meanwhile, families need a more detailed explanation before deciding to approve medical treatment.

High mobilization and very fast situation in the Emergency Installation of the Regional General Hospital Toto Kabila makes it difficult for medical personnel to interact with patient families. Even though it takes longer to discuss with the family before making medical decisions. Additional counselors are needed at the Regional General Hospital Emergency Installation Toto Kabila can take the time to discuss more intensively with the patient's family regarding medical action plans. In this way, the patient's right to adequate information is better fulfilled. Based on the discussion, it can be concluded that limited facilities and budget are the main obstacles to optimizing facilities at the Regional General Hospital Emergency Room Toto Kabila. The lack of budget has resulted in delays in maintenance, replacement, and addition of Emergency Installation facilities. Therefore, increasing the budget allocation for maintenance and procurement of facilities is necessary to optimize facilities to improve the quality of Emergency Installation services. Based on the discussion, it can be concluded that the shortage of medical personnel is the main obstacle in the Regional General Hospital Emergency Department Toto Kabila which has an impact on excessive workload and decreased service quality. However, efforts to increase human resources are still hampered by budget constraints. Therefore, increasing the human resources budget allocation is necessary to recruit additional medical personnel as needed to overcome shortages and excess workload in the Emergency Department. Based on the discussion, it can be concluded that the coordination of the medical team in the Emergency Room at the Regional General Hospital Toto Kabila is still not optimal, especially in prioritizing patient care. Weak coordination risks delays in diagnosis and treatment. Therefore, it is necessary to standardize coordination procedures, and routine team building, and strengthen integrated information systems to optimize the coordination of medical teams in Emergency Installations. Based on the discussion, it can be concluded that limited communication time is a challenge for medical personnel at the Regional General Hospital Emergency Department Toto Kabila in ensuring families receive sufficient information before medical decisions. Standard medical communication procedures and written consent forms are needed as well as counselor assistance so that patients' rights to adequate information are fulfilled before medical procedures are carried out.

4. Conclusion

The results of this research have implications for the development of hospital management science, especially regarding efforts to improve the quality of services in emergency departments. This research found that the quality of emergency installation services is influenced by the availability of medical personnel, supporting facilities, team coordination, and medical communication. This finding is in line with hospital management theory which emphasizes the importance of aspects of human resources, facilities, coordination, and communication in determining the quality of hospital services. Thus, the results of this study strengthen existing theories regarding key factors that influence the quality of service in hospital emergency departments. The results of this research provide practical implications for hospital managers, especially regarding efforts to improve service quality. This research found that the quality of service can be improved by optimizing the number of medical personnel on duty, providing routine training, increasing facilities and operational budgets, improving medical team coordination, and implementing standard medical communication procedures. Therefore, the results of this research can be used as input for hospital management in planning and implementing policies to improve service quality. By implementing the recommendations found in this research, it is hoped that hospital management can improve the quality of emergency department services more optimally. The recommendations given are only general recommendations for improving service quality. Future research can provide more specific and detailed recommendations for implementation in the field. New discussions were carried out on several aspects of service quality such as human resources, facilities, coordination, and communication. There are still other aspects such as information technology and organizational culture that need further research.

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