

ABSTRAK

Latar Belakang: RSUD dr. Achmad Diponegoro (RSUD ADP) merupakan institusi kesehatan memiliki peran penting dalam memberikan pelayanan kesehatan berkualitas kepada masyarakat. Namun, penanganan komplain masih menjadi tantangan yang perlu diatasi. Beberapa faktor yang menyebabkan masalah ini antara lain keterlambatan pelayanan, kurangnya informasi, kesalahan prosedur medis, biaya tinggi, sikap tidak ramah, fasilitas yang kurang memadai, dan kurangnya keamanan lingkungan rumah sakit. Kelemahan dalam manajemen mutu terpadu, seperti penerapan *Total Quality Management (TQM)*, juga dapat berkontribusi pada ketidakpuasan pasien.

Tujuan: Penelitian ini bertujuan untuk menganalisis penerapan TQM dalam menangani komplain di RSUD ADP dengan menilai aspek *Leadership, Teamwork and Participation, Operations (Process Management), Customer and other relevant interested parties*, serta *Continuous Improvement*.

Metode: Penelitian ini menggunakan metode analisis kualitatif dan kuantitatif dengan pengumpulan data melalui kuesioner, wawancara mendalam, observasi langsung, dan analisis data sekunder. Pengumpulan data dilakukan pada bulan Februari-Maret 2024 dengan melibatkan 58 responden.

Hasil: RSUD ADP telah mulai menerapkan beberapa prinsip TQM dalam penanganan komplain dalam penerimaan terbuka terhadap keluhan (*operations*), pemahaman akan pentingnya koordinasi antar unit (*teamwork and participation*), dan evaluasi berkala untuk perbaikan berkelanjutan (*continuous improvement*). Namun demikian, masih terdapat kendala seperti kebutuhan untuk meningkatkan pemahaman tentang konsep TQM dan evaluasi yang lebih rinci. Peran pimpinan perlu dioptimalkan untuk memastikan keberhasilan implementasi TQM dengan memberikan arahan strategis, menginspirasi karyawan, serta menyediakan sumber daya dan dukungan yang diperlukan, termasuk alokasi anggaran dan infrastruktur yang mendukung. Selain itu, peran petugas perlu diperkuat melalui dukungan, pengelolaan yang lebih baik, serta pelatihan menyeluruh agar petugas memahami dan terampil dalam menerapkan prinsip TQM. Kerjasama dengan pihak eksternal memiliki potensi besar untuk meningkatkan efektivitas dan memperkuat sistem penanganan komplain di RSUD ADP. Hal ini dapat dicapai dengan memastikan kepuasan pelanggan melalui kolaborasi, termasuk mengadakan forum diskusi, konsultasi publik, serta melibatkan lembaga-lembaga, pasien, dan keluarga dalam memberikan pandangan objektif, saran, serta sosialisasi dan edukasi.

Kesimpulan: Untuk menerapkan prinsip TQM secara lebih komprehensif, rumah sakit perlu melakukan audit menyeluruh, evaluasi kinerja secara berkala dengan mengidentifikasi area yang perlu diperbaiki dan memberikan umpan balik, pengembangan potensi petugas, serta memperkuat kolaborasi dengan pihak eksternal agar RSUD ADP dapat terus meningkatkan kualitas layanan dan efisiensi operasional.

Kata Kunci: *Total Quality Management*, komplain, rumah sakit.

Abstract

Background: *dr. Achmad Diponegoro Regional Hospital (RSUD ADP) is a health institution that has an important role in providing quality health services to the community. However, complaint handling is still a challenge that needs to be overcome. Some of the factors that cause this problem include service delays, lack of information, medical procedure errors, high costs, unfriendly attitudes, inadequate facilities, and lack of security in the hospital environment. Weaknesses in integrated quality management, such as the implementation of Total Quality Management (TQM), may also contribute to patient dissatisfaction.*

Objectives: *This study aims to analyze the application of TQM in handling complaints at ADP Hospital by assessing aspects of Leadership, Teamwork and Participation, Operations (Process Management), Customer and other relevant interested parties, and Continuous Improvement.*

Methods: *This study used qualitative and quantitative analysis methods with data collection through questionnaires, in-depth interviews, direct observation, and secondary data analysis. Data collection was conducted in February-March 2024 involving 58 respondents.*

Results: *ADP Hospital has started to apply some TQM principles in complaint handling in open acceptance of complaints (operations), understanding of the importance of coordination between units (teamwork and participation), and periodic evaluation for continuous improvement. However, there are still obstacles such as the need to improve understanding of the TQM concept and more detailed evaluation. The role of leaders needs to be optimized to ensure the success of TQM implementation by providing strategic direction, inspiring employees, and providing the necessary resources and support, including budget allocation and supporting infrastructure. In addition, the role of staff needs to be strengthened through support, better management, and thorough training so that staff understand and are skilled in applying TQM principles. Collaboration with external parties has great potential to improve the effectiveness and strengthen the complaint handling system at ADP Hospital. This can be achieved by ensuring customer satisfaction through collaboration, including holding discussion forums, public consultations, and involving institutions, patients, and families in providing objective views, suggestions, and socialization and education.*

Conclusion: *To implement TQM principles more comprehensively, the hospital needs to conduct thorough audits, periodic performance evaluations by identifying areas for improvement and providing feedback, developing the potential of staff, and strengthening collaboration with external parties so that ADP Hospital can continue to improve service quality and operational efficiency.*

Keywords: *Total Quality Management, complaints, hospital.*