

Optimizing Management Functions in Supervision in the Heart Room of H. Abdul Manap Hospital, Jambi City

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Abstract

Supervision is a management function of direction that needs to be carried out by nurse managers in a structured and systematic manner. Supervision is an activity of the direction function. Supervision in the Heart Room of H. Abdul Manap Hospital, Jambi City requires planning for making a structured schedule, so that it can be implemented properly and can improve health services appropriately and professionally. In this problem, it will have an impact on the level of service and differences in perception between subordinates and superiors if problems occur. The study used observation and interview methods. The intervention was carried out for 2 days as an alternative to solving this problem, namely making a permanent supervision schedule in the room. During the 5 days of observation, supervision has been carried out in the room according to the previously made schedule. It is hoped that this can provide a reference and be useful as a guideline regarding the supervision schedule in the room so that supervision can be carried out routinely and become more optimal.

Keywords: supervision, management, optimization

Introduction

Based on Republic of Indonesia Law no. 44 of 2016 concerning Hospitals, a hospital is a health service institution that provides comprehensive individual health services that provide inpatient, outpatient and emergency services. Hospitals have the function of providing treatment and health restoration services in accordance with hospital service standards, maintaining and improving individual health through comprehensive second and third level health services according to medical needs, providing education and training for human resources in order to increase capabilities in providing health services and carrying out research and development and screening of technology in the health sector in the context of improving health services by paying attention to the ethics of health science.^{1,2,3}

Hospitals are an integral part of a social and health organization with the function of providing complete (comprehensive) services, cure of disease (curative) and prevention of disease (preventive) to the community consisting of inpatient, outpatient and emergency services. The function of the hospital is to provide treatment and health restoration services in accordance with hospital service standards, namely maintaining and improving individual

health through comprehensive second and third level health services according to medical needs, providing education and training for human resources in order to increase capabilities in providing health services, and carrying out research and development and screening of technology in the health sector in the context of improving health services by paying attention to the ethics of health science.^{4,5,6}

Nursing management is a special task carried out by nursing managers to plan, organize, direct and supervise existing resources, both resources and funds so that they can provide effective nursing services to patients, families and the community. The elements managed in management are: *Man, Method, Material, Money and Marketing*. Nursing management must be able to be applied in real service settings in hospitals, so nurses need to understand how the concept and application are within the nursing organization itself. To achieve this condition, professional nursing care management is required. One of the determining factors in this management is how nursing care is provided by nurses through various approaches to the nursing care models provided, so that the aim of providing nursing care is to make patients independent and can function optimally.^{4,7,8}

The Professional Nursing Practice Model (MPKP) is a system (structure, process and professional values) that allows professional nurses to organize the provision of nursing care, including the environment, which can support the provision of care.^{9,10,21} The model of nursing management consists of several models, namely the MPKP management model which is a system that facilitates professional nurses, regulates the provision of nursing care, then there is the MPKP management model consisting of functional methods, team methods, primary methods, case methods and modification methods, then there is the MAKP management model which is a system that allows professional nurses to organize the provision of nursing care including the environment to support the provision of nursing care, then the MAKP management model consists of functional methods, team methods and primary methods, and finally the SP2KP management model which is a system that allows nurses to realize the expected quality of nursing services and be able to push themselves in the quality of nursing services in accordance with world class or international hospital standards. The SP2KP management model consists of a combination of team and primary methods.^{9,11,12}

SP2KP is a system for providing professional nursing services which is a development of MPKP (Professional Nursing Practice Model) where in SP2KP there is professional collaboration between primary nurses (PP) and associate nurses (PA) and other health workers. The SP2KP professional nursing service delivery system is the activity of managing nursing care in each ward unit in a hospital which allows nurses to carry out professional nursing care for patients.

The components consist of nurses, patient profiles, nursing care delivery systems, leadership, professional values, facilities, infrastructure (logistics) and documentation of nursing care.^{13,23,24}

Basically, MPKP is useful for improving the quality of nursing services so that it is possible to provide nursing care so that it cannot be separated from the aesthetic and moral ethical values of nurse practitioners in estimating the possibilities that can occur, as well as things that will happen if the organization and regularity of nursing services are not improved and developed.^{14,15,22}

MPKP implemented in hospitals is an effort made to improve the quality of service and nursing care which has the 5M elements, namely *man* (human resources), *material* (required materials), *method* (a way or system to achieve a goal), *money* (money needed to achieve goals), and quality. It is hoped that the results of implementing MPKP will show that the BOR has increased, so that the MPKP health services provided are of good quality. For this reason, nursing care is provided to patients with the aim of meeting patient needs and solving patient problems.^{13,16,20} A nurse leader must be a change agent, able to recognize the need for change, able to create a positive work environment and be an active participant in change and implementing change to improve the quality of professional nursing services.

MPKP requires direction and supervision from the nursing manager to ensure that the nurses who will carry out nursing care are competent in providing nursing care. Supervision is one of the management functions at this stage *actuating* which is carried out to direct nurses to work effectively, measurably, efficiently and reduce the risk of work problems. Nursing supervision is a model of direction, guidance, evaluation and formation of increased abilities, motivation, willingness, attitudes and skills in carrying out nursing care. Supervision is very important because this activity provides support for nurses, as a forum for discussion of clinical issues, maintaining clinical skills, improving more complex skills, establishing communication, increasing job retention, reducing development costs and administrative costs and increasing job satisfaction and patient satisfaction. Supervision that is not carried out in the room has an impact on the quality of nursing documentation and the quality of care for

patients as well as increasing nursing errors (*nursing error*), causing non-compliance and decreased work productivity and unproductive work behavior.^{17,18,19}

Based on the results of observations and interviews in the cardiac inpatient room of H. Abdul Manap Hospital, Jambi City on June 3 2024 at 10.00 WIB, it was found that the nursing care model applied in the Cardiac Inpatient Room of H. Abdul Manap Hospital, Jambi City is MPKP with the Team Method. Based on the results of the interview with the head of the room regarding the quality control management function, namely that supervision had been carried out previously, namely once a month from the head of the room to the team leader regarding room planning and documentation of nursing care. However, supervision activities from the room head supervisor or team leader to the executive nurse were previously carried out only once in the last 2 months and have not been carried out again because there is no fixed schedule in the heart room at H. Abdul Manap Hospital, Jambi City, so there is no estimate of when the supervision activities will be carried out and preparations before supervision.

Based on the background above, the problem formulation is the Optimization of Supervision Management in the Heart Room of H. Abdul Manap Hospital, Jambi City.

Methods

The method used is problem identification through interviews, observation, distributing questionnaires on the role and function of nursing management. Observations were carried out in the cardiac inpatient room at H. Abdul Manap Regional Hospital, Jambi City from 28 May to 4 June 2024. Interviews were conducted with the head of the room, team leader and executive nurse in the room which included interviews regarding the implementation of supervision. After that, a SWOT analysis is carried out to determine the problems that will be addressed. The main problem was found, namely that the implementation of supervision activities was not optimal. The identification results become the basis. determine alternative resolution actions. Solving problems using Planning of Action (POA) which was created by innovation in scheduling supervision in the room. After the final implementation, make an evaluation and follow-up plan.

Results and Discussion

Analysis of Nursing Problems with Related Concepts

Nursing observations and assessments in the field of nursing management were carried out from 28 May 2024 to 04 June 2024 in the Inpatient Room of the Heart Unit at H. Abdul Manap Hospital, Jambi City. This assessment was carried out in approximately 6 days. The

assessment was carried out by conducting surveys and collecting data related to nursing management in cardiac inpatient rooms through observation and interviews. The assessment was carried out on room nurses on duty. The assessment was carried out regarding general data and problems related to nursing management related to M1, M2, M3, M4, and M5.

Based on the results of observations and interviews, it can be seen that the implementation of supervision in the Heart Room does not yet have a fixed supervision schedule every month. During discussions and interviews with the head of the room, the team leader and the room nurse said that currently there is no specific schedule regarding supervision every month, but it is only carried out when this supervision activity really needs to be carried out. Supervision is the inspection of other people's work, evaluating performance and ensuring that the work is done correctly. Supervision activities are more about directly supervising the performance of other people. Activities include ensuring whether the work has been completed and what a manager has planned through activities in carrying out the daily activities or tasks of the implementing nurse. Supervision is an activity from the directing function that requires planning, such as creating a structured schedule, so that it can be implemented well and can improve health services appropriately and professionally.

Intervention Analysis

Based on the results of the identification that was carried out after the assessment was carried out and problems were found in the form of not yet optimal implementation of supervision where there was no special schedule that remained every month in the cardiac inpatient room. So the intervention or alternative solution to the problem is to create a structured schedule, so that it can be implemented well and can improve health services appropriately and professionally. This is in line with the opinion which states that the statistical results show significance in improving quality through the implementation of optimal supervision. Performance improvement by implementers can increase continuously if the implementation of supervision carried out by the head of the room remains optimal, sustainable and systematic as previously scheduled. And it is in line with other research which states that effective supervision is carried out individually and in groups, with effective duration and frequency. Therefore, the existence of guidelines and schedules that have been created by mutual agreement can provide a reference for supervisors in carrying out tiered nursing supervision activities as planned and scheduled appropriately. The schedule is made by Jambi University Nursing Professional students and will then be carried out by nurses in the cardiac inpatient room.

Alternative Problem Solving that can be Done

An alternative to solving this problem is to discuss the importance of carrying out previously scheduled supervision. From the results of the implementation of the supervision scheduling that was made, it was carried out by the room with the observation that for 5 days, namely from 10 to 14 June 2024, supervision was carried out from the team leader to the implementing nurse regarding the documentation of nursing care. So, by having a fixed supervision schedule, it can improve the provision of nursing care to patients and families. Performance improvement by implementers can continue to increase if the implementation of supervision carried out in the cardiac inpatient room at H. Abdul Manap Hospital, Jambi City remains optimal, sustainable and systematic. After making a scheduled supervision schedule, it can become a reference in improving nurses' skills in supervision activities to become more optimal. And in the future, it is hoped that it will provide good health services to patients and families and increase the level of patient satisfaction and reduce the rate of re-treatment at the H. Abdul Manap Hospital, Jambi City.

Conclusion

Based on research that has been carried out regarding the optimization of management functions in supervision at the H. Abdul Manap Hospital, Jambi City, the researchers concluded that they can understand the concept and description of the implementation of supervision and carry out management studies in implementing supervision and carry out interventions and implementation related to the problem of not having a fixed schedule regarding supervision activities in the Cardiac Inpatient Room at H. Abdul Manap Hospital, Jambi City by providing an example of a schedule that has been made according to the office schedule of the room head, team leader and executive nurse in the room.

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