The Need of Human Resource in Medical Records Division at Ibnu Sina Pekanbaru Islamic Hospital Using WISN (Workload Indicator Staff Need) Approach

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Abstract

WISN (Workload Indicators Staff Need) is a method to calculate the need of health human resource based on the real workload. There is imbalance workload of human resource in Medical records division at Ibnu Sina Pekanbaru Islamic Hospital, where this situation make the stack layout of medical records file are arranged less tidy, so that, the medical record employee get many complaint from doctors and nurses because of delays in provision of medical records file that could be provided in ≤ 10 minutes (minimum standard provision of medical record file). The aim of this research to know the number of employee needed by medical record division at Ibnu Sina Pekanbaru Islamic Hospital. This research employs mix method (qualitative and quantitative) with total informant eight persons. Data collected by interview and observation with using WISN formula. The result of this research found that the total number of human resource are required by medical records division at Ibnu Sina Pekanbaru Islamic Hospital are 14 persons, while the number of existing human resource today are 13 persons, its mean the human resource of medical record division in Ibnu Sina Pekanbaru Islamic Hospital require to recruit one person more. Suggestion, the management of Ibnu Sina Pekanbaru Islamic Hospital should increase their number of employee in medical records division particularly in filing task in order to increase their performance and enhance their service quality optimally.

Keywords: WSN Method, The Need of Human Resource, Medical Record, Hospital

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1. Introduction

The human resource planning is a main function that must be implemented by each organization. The human resource planning also should be main attention for each organization in order to the decision or policy taken by management is effective and efficient. The human resource planning should ensure the availability of appropriate health human resource to work in his job and position in order to achieve the objective and target of organization. One of the forms in health human resource planning is the planning of medical records human resource or staff. Medical records is a patient description whether written or recorded on the identity, anamneses, physical examination, laboratory, diagnostics as well as all service and treatment given to the patient whether treatment for hospitalization, outpatient or emergency service [1]. Ministry of health decree RI No. 81/MENKES/SK/I/2004 about the guideline for preparation of health human

resource planning in provincial, district and also hospital is a guideline that used for planning the provision and the need of human resource in health care institutions such as hospital and health centre. The guideline employs WISN *(Work Load Indicator Staff Need)* method where this method calculate the need of health human resource based on the real work load that carried out by each category of health human resource in every unit or department at health care facilities. Ibnu Sina Pekanbaru Islamic hospital is the hospital with category of class B which have capacity of 167 rooms. This hospital founded in 1979 and located at Jl. Melati No. 60 sukajadi, Pekanbaru, Riau. The average number of new outpatient visit per day is 49 people and the average number of old outpatient visit per day in 266 people. The details data as follow are:

Table 1.1 The Number of Outpatient Visit in Poly Clinic Ibnu Sina Pekanbaru Islamic Hospital in 2016

No	Poly Clinic	New Patients	Old Patients
1	General Clinic	2049	4693
2	Dental Clinic	530	1316
3	Midwifery	870	3388
4	General Surgery	1104	4158
5	Internist Specialist	2014	21826
6	Peadiatric	497	2888
7	Ear, Nose, Throat (ENT)	1152	2501
8	Ophthalmology	2934	6667
9	Respiratory Medicine	458	7011
10	Orthopaedic	1421	4682
11	Dermatology & venereology	439	1179
12	Neurology	794	6559
13	Peadiatric Neurology	0	0
14	Urology	392	2640
15	Neoplasm Surgeon	113	1999
16	Neurosurgery	28	265
17	Oral Surgeon	235	690
18	Cardiology	382	9682
19	Pediatric Surgeon	24	81
20	Plastic Surgeon	21	278
21	Digestive Surgeon	29	186
22	Clinical Psycology	0	0
23	Rehabilitation	1097	8714
25	Imunization Clinic	320	414
26	MCU	192	99
27	KIR	191	26
	Total	17786	96942
	Average per day	49	266

Source :Medical Record Division in Ibnu Sina Pekanbaru Islamic Hospital 2016

Based on pra-research in medical record department at Ibnu Sina Pekanbaru Islamic Hospital showed the imbalance between its workload and the number of health human resource due to the higher number of new outpatient visit per day is 49 person and the number of old outpatient per day is 266 person, so that, the workload of filing staff in retrieving and reinsert medical record file into storage rack to be heavy while the duties of filing staff concurrently distribute medical record file to polyclinics, with a number of filing staff today make the other staff such as assembling, coding, administration, internal reporting of hospital and head of medical record department also helped in conducting medical record file retrieval.

The impact of phenomena above caused the layout of medical record file become less tidy, complain from doctors and nurses because of delayed provision medical record files. Then, unavailability of particular staff in external reporting of hospital make the head of medical record department should cover those jobs. So that, based on there interview result with head of medical record department found that this situation impacted on delayed of reporting external hospital report. The number of medical

record staff and its educational background can be seen in table bellows:

Table 1.2 The Number of Medical Record Staff and Its Educational Background Ibnu Sina Pekanbaru Islamic Hospital in 2016

Educational Background	Position	Total
DIV MIK	Head of Medical Record unit	1
D3 Medical Record	Staff	9
D3 Accountancy	Staff	1
Senior High Scholl (SMA)	Staff	1
S1 Economic	Staff	1
Total		13

Sources : Medical Record Division at Ibnu Sina Pekanbaru Islamic Hospital

To meet the need of medical record staff, Ibnu Sina Pekanbaru Islamic hospital requires calculating the need of health human resources based on Ministry health decree RI No. 81/MENKES/SK/I/2004 about the guideline for preparation of health human resource planning in Provincial, District and also hospital or WISN method.

2. Literatur Review

2.1 The procedure of calculating the need of health human resources with WISN (Work Load Indicator Staff need) Method

According minister of health decree RI No. 81/MENKES/SK/I/2004 in [1] WISN (Work Load Indicator Staff Need) method is a method to calculate the need of health human resource based on the real work load that carried out by each category of health human resource in every unit or department at health care facilities. The advantages of this method are easy to operate, easy to use, technically easy to implement, comprehensive and realistic. The step to calculate the need of human resource based on WISN method here:

2.1.1 Establish available work time
The aim to establish available work time is to get available work time for each department of human resource who's working in hospital for period of one year. The data needed to establish available work time are:

a. Workdays, based on applicable regulation in local hospital, usually in one week have 5 workdays and in one year have 250 workdays (5 day x 50 weeks). (A)

b. Annual leave, each employee has a right to get annual leave as much 12 work days. (B)

c. Training and education, based on hospital regulation in order to increase the competency and professionalism for each department have a right to follow training, courses, seminar and workshop in 6 work days. (C)

d. National holiday, based on minister decree about national holiday and public leave in year

2002/2013 has decided 15 workdays for national holiday and 4 workdays for public holidays. (D)

e. Absence from work, based on average absence from work data (for one year) because of sick, absence without notification or permission. (E)

f. Work time, based on hospital regulation or local government role. Generally, work time in one days is 8 hours (6 workdays/week).

Based on data above, we can calculate the available work times as formula below are:

$$\boxed{\text{Available Work Time} = \{A - (B+C+D+E)\} \times F}$$

Note:
A = Workdays
B = Annual Leave
C = Training and Education
D = National Holiday
E = absence from work
F = Work time

2.1.2 Assign work unit (department) and category of human resource

The aim to assign work unit (department) and category of human resource is to obtain responsible and accountable from work unit (department) and category of Human resource in providing health service activities to the patient personally, families, and society in internal and external hospital.

2.1.3 Assign Workload Standard

Workload standard is a quantity or volume of workload in one year for each human resource category. Workload standard for the main activities is based on the time required to complete it (average time) and the available time per years which is owned by each category of human resource at medical record department, they are:

a. The main activities was conducted

The main activities is a is the collection of various types activities according to service standards and Standard Operational Procedures (SOP) to produce a health care which is implemented by the health human resources with specific competences. The next steps to simplify in determine the workload for each category of human resource, its necessary to prepare the main activities and type of service activities which related directly or indirectly with personal health service.

b. The average time is needed

The average time is the times required to complete the main activity by each human resource category per work unit. The time required to complete activities is varies and influenced by service standard, Standard Operational Procedure (SOP), facilities and infrastructure available, and human resources competencies.

The average time determined by observation, experience and collective agreement. In order to obtain accurate average time data and can be used as references, So the average time should be determined based on the time required to complete each category of human resource which have competency, service standard activities, standard operational procedure and the human resource who has good work ethic.

c. Workload standard per year

Workload standard is a volume or quantity of workload for one year per human resource category. Workload standard for main activity is arranged based on the required time to finish the work and available time for each human resource category. The formula to calculate of workload as below are:

$$\text{Workload standard} = \frac{\text{Available working time}}{\text{Average time on managing the main activity}}$$

d. Setting standard of leniency

The aim in Preparation of leniency standard is to obtain the factor of leniency for each category of human resource including the type of activities and the time needed to complete activities which is not directly related or affected by high/lower quality or the number of service main activities.

Preparation of leniency factor can be carried out through observation and interviews to each categories of:

1) The activities which are not related to patience service such as meeting, preparation of activities report, arrange medicine needs/consumables.

2) The Frequency of activity in one day, week and month.

3) The time needed to finish work.

The formula to calculate standard of leniency as below:

$$\text{Standard of leniency} = \frac{\text{Average time per factor of leniency}}{\text{Available worktime}}$$

e. The calculation of human resource per work unit.

The aim of calculation in human resource per work unit is to obtain the total a type or category of human resource per work unit based on workload in one year. The resource is required to calculate the need of human resource per work unit consist of:

1) The data obtained from previous step are :
   a) Available work time
   b) workload standard
   c) Standard of leniency for each human resource category

2) The quantity of main activities for each work unit in one year

The quantity of main activities is based on a variety of service activities data that have been implemented by hospital in each work unit for a period of one year. Generally, outpatient activity data are available and easy to

obtain. But if the data is available only seven months, the data quantities of main activities during the next 5 months are set based on the average number of main activities for 7 months (extrapolation).

The formula to calculate the need of Human Resource is:

$$\text{The Need of HR} = \frac{\text{The Quantity of Main Activities}}{\text{Workload Standard}} + \text{Standard of leniency}$$

2.2 Minimum Standard in Medical Record Services

According Ministry of Health RI No. 129/MENKES/II/2008 about Minimum Standard of Hospital services for medical record unit are [2] :

2.2.1 Completeness in filling a medical record of 24 hours after completion of service 100%

2.2.2 Completeness of informed consent after getting clear information 100%

2.2.3 The time in providing medical record file for outpatient ≤ 10 minute

2.2.4 The time in providing medical record file for inpatient ≤ 15 minute

2.3 Definition of Medical Record

Before we discuss about the definition of medical record, we find that the meaning of medical record itself. Medical records is a patient description whether written or recorded on the identity, anamneses, physical examination, laboratory, diagnostics as well as all service and treatment given to the patient whether treatment for hospitalization, outpatient or emergency service [3].

The medical record is who, what, where, and how patient care during hospitalization, to complete medical records file should have enough data which is written in a series of activities in order to produce a diagnosis, assurance, treatment and outcomes [5].

Medical record have a very broad definition not only reporting activities but have an understanding as a system to organize the unit/department activities. While, the reporting activities itself is only one form of activities attached in job description at medical record unit [4].

3. Research objective

Design of this research employs Qualitative-Quantitative Descriptive method which describe about the need of health human resource based on the work load in medical record department at Ibnu Sina Pekanbaru Islamic Hospital in 2016. The population of this research are all employee in medical record department within sample in this research are 6 respondent which consist of 1 person from head of medical record department as BPJS Code verification staff, 1 person from Filing, 1 person from assembling, 1 person from coding, 1 person from reporting and 1 person from administration & MCU (medical check Up). The total informants from this research are 7 people as below.

Table 3.1 Research Informan

No	KodeInforman	Position	Education
1	Informan 1	Diretor	S2 Public Health
2	Informan 2	Head of Medical Record Unit	DIV MIK
3	Informan 3	*Filing section staff*	D3 Medical Record
4	Informan 4	*Assembling section staff*	D3 Medical Record
5	Informan 5	*Coding section staff*	D3 Medical Record
6	Informan 6	Reporting section Staff	D3 Medical Record
7	Informan 7	Administration and MCU section Staff	D3 Accountancy

Source: Ibnu Sina Pekanbaru Islamic Hospital 2016

The sample was selected by using purposive sampling technique. The research instrument uses to assist in collected data as follows are:

a. Interview guideline
b. Observation guideline
c. Tools to measure (*stopwatch*)
d. Stationary (book, pen, pencil, eraser, and ruler)
e. Tools to calculate (Calculator)

Data collected from interview and observation from medical records department activities will be processed manually by the formula to calculate the needed of human resource based on the workload in medical record department at Ibnu Sina Pekanbaru Islamic Hospital. Data analysis conducted by combination of quantitative and qualitative methods (Mix Method).

4. Result and Discussion

4.1 Available Work Time per Human Resource of medical record unit in Ibnu Sina Pekanbaru Islamic Hospital 2016

Based on the result from interview, the available work time divided in there category with the formula as below is:

A = workdays
B = annual leave
C = Training and Education
D = National Holiday
E = average of absence from work
F = Effective time work

4.1.1 Available work time for *non shift staff* (administration and MCU section)
= { A − (B+C+D+E)} x F
= { 312 − (12+4+15+16)} x 6,66 hours
= **1.764,9 hours**
Thus, available work time for non shift staff in administration and MCU section is 1.764,9 hours.

4.1.2 Available work time for non shift staff (Coding verification of BPJS inpatient section, *Assembling,* and Reporting section)
= { A − (B+C+D+E)} x F
= { 260 − (12+4+15+16)} x 7,9 hours
= **1.682,7 hours**

Thus, available work time for non shift staff in coding verification of BPJS inpatient, Assembling and reporting section is 1.682,7 hours.

4.1.3   Available work time for shift staff (Coding and Filing section)

= {A – (B+C+E)} x F

= {273 – (12+4+16)} x 6,91 hours

= **1.665,3 hours**

Thus, available work time for shift staff in coding and filing section is 1.665,3 hours.

4.2   Workload Standard per Human Resources (HR) of Medical Record Unit in Ibnu Sina Pekanbaru Islamic Hospital 2016

Workload Standard in Medical Record Unit was influenced by the available working time and the average time to complete the main activities. The data collected through observation and interviews which were used to determine the workload standard per HR's categories of Medical Record Unit established within one year used the following formula:

4.2.1   Filing section

Filing section is divided into 2:

a. *Filing* for new patients

$$\text{Workload standard} = \frac{1{,}665.3 \text{ hour}}{0.024 \text{ hour}} = \textbf{69,387 hours/ year}$$

b. *Filing* for old patients

$$\text{Workload standard} = \frac{1{,}665.3 \text{ hour}}{0.131 \text{ hour}} = \textbf{12,712 hours / year}$$

Thus, the workload standard for *filing* of new patients was 69,387 hours/ year within one year, while workload standard for filing of old patients was 12,712 hours/ year within one year.

c. Assembling section

$$\text{Workload standard} = \frac{1{,}682.7 \text{ hour}}{0.102 \text{ hour}} = \textbf{16,497 hours / year}$$

Thus, the workload standard of assembling section is 16,497 hours / year within one year.

d. Coding section

Coding section is divided into 2, namely:

1) *coding* of BPJS outpatients

$$\text{Workload standard} = \frac{1{,}665.3 \text{ hour}}{0.025 \text{ hour}} = \textbf{66,572 hours / year}$$

2) *coding* of   BPJS, public and company inpatients

$$\text{Workload standard} = \frac{1{,}665.3 \text{ hour}}{0.139 \text{ hour}} = \textbf{11,980 hours / year}$$

Thus, the workload standard of *coding* section of BPJS outpatients was 66,572 hours / year within a year, while the workload standard of *coding* section on BPJS, public and company inpatients was 11,980 hours / year within one year.

e. Reporting section

$$\text{Workload standard} = \frac{1{,}682.7 \text{ hour}}{0.008 \text{ hour}} = \textbf{210,337 hours / year}$$

Thus, the workload standard of reporting section was 210,337 hours / year within a year.

f. Administration and MCU section

$$\text{Workload standard} = \frac{1{,}764.9 \text{ hour}}{0.5 \text{ hour}} = \textbf{3530 hours / year}$$

Thus, the workload standard of the Administration and the MCU is 3530 hours / year within 1 year.

g. Coding verification of BPJS inpatients section

$$\text{Workload standard} = \frac{1{,}682.7 \text{ hour}}{0.043 \text{ hour}} = \textbf{39,132 hours / year}$$

Thus, the workload standard of coding verification of BPJS inpatients was 39,132 hours / year within 1 year.

4.3   Standard of Work Leniency per Human Resource in Medical Record unit at Ibnu Sina Pekanbaru Islamic Hospital 2016

Standard of work leniency was influenced by average time per factor of leniency. The data collected through observation and interviews which were used to determine the standard of work leniency per HR's categories of Medical Record Unit established within one year used the following formula:

$$\text{Standard of leniency} = \frac{\text{Average time per factor of leniency}}{\text{Available Working Time}}$$

4.3.1 Filing section

$$\text{Standard of leniency} = \frac{1.200{,}12 \text{ hours}}{1.665{,}3 \text{ hours}} = \textbf{0,72 People.}$$

Thus, standard of leniency for filing section in one year is 0,72 people.

4.3.2 Assembling section

$$\text{Standard of leniency} = \frac{218{,}26 \text{ hours}}{1.682{,}7 \text{ hours}} = \textbf{0,13 people}$$

Thus, standard of leniency for assembling section in one year is 0,13 people.

4.3.3 Coding section

$$\text{Standard of leniency} = \frac{437{,}83 \text{ hours}}{1.665{,}3 \text{ hours}} = \textbf{0,26 people}$$

Thus, standard of leniency for coding section in one year is 0,26 people.

4.3.4 Reporting section

$$\text{Standard of leniency} = \frac{429{,}62 \text{ hours}}{1.682{,}7 \text{ hours}} = \textbf{0,25 people}$$

Thus, standard of leniency for reporting section in one year is 0,25 people.

4.3.5 Administration and MCU section

$$\text{Standard of leniency} = \frac{1.060,94 \text{ hours}}{1.764,9 \text{ hours}} = \mathbf{0,60 \text{ people}}$$

Thus, standard of leniency fro administration and MCU section in one year is 0,60 people.

4.3.6 Coding verification of BPJS inpatient section

$$\text{Standard of leniency} = \frac{506 \text{ hours}}{1.682,7 \text{ hours}} = \mathbf{0,30 \text{ people}}$$

Thus, standard of leniency for coding verification of BPJS inpatient section in one year is 0,30 people.

4.4 The Needs of Human Resource (HR) of Medical Record Unit of Ibnu Sina Islamic Hospital Pekanbaru Year 2016

Standard of leniency was influenced by the quantity of the main activities of human resources, workload standards and leniency standard. The data collected through observation and interviews which were used to determine the manpower needs per HR's categories of Medical Record Unit established within one year used the following formula:

$$\text{HR Needs} = \frac{\text{Quantity of main activity}}{\text{Workload standard}} + \text{Leniency standard}$$

4.4.1 Filing section

Filing section is divided into two, namely:

a. *Filing* for new patients,

$$\text{HR needs} = \frac{17,786 \text{ new patients}}{69,387 \text{ times}} = 0.26 \text{ people}$$

b. *Filing* for old patients

$$\text{HR needs} = \frac{96,942 \text{ new patients}}{12,712 \text{ times}} = 7.62 \text{ people}$$

Therefore, to determine the amount of human resource needs of filling section was by summing up the HR needs of filling for new patients + the HR needs of filling for old patients + leniency factor: 0.26 + 7.62 + 0.72 = 8.6 people.

4.4.2 Assembling part

$$\text{HR needs} = \frac{9,915 \text{ inpatients}}{16,497 \text{ times}} + 0.13 \text{ manpower}$$

$$= 0.60 + 0.13 = 0.73 \text{ people}$$

Thus, the amount of human resources required in assembling section was 0.73 people.

4.4.3 Coding section

a. *Coding* of BPJS outpatients

$$\text{HR needs} = \frac{82,518 \text{ BPJS outpatients}}{66,572 \text{ times}} = 1.24 \text{ people}$$

b. *Coding* of BPJS, public and company inpatients

$$\text{Needs HR} = \frac{9,915 \text{ inpatients}}{11,980 \text{ times}} = 0.83 \text{ people}$$

Thus, to determine the amount of human resources needs was by summing up HR needs of *coding* of BPJS outpatients + HR needs of coding of inpatients + leniency factor:
1.23 + 0.83 + 0.26 = 2.32 people

4.4.4 Reporting section

$$\text{HR needs} = \frac{114,728 \text{ outpatients}}{210,337 \text{ times}} + 0.25 \text{ people}$$

$$= 0.55 + 0.25 = 0.8 \text{ people}$$

Thus, the number of required human resources reporting section was 0.8 people.

4.4.5 Administration and MCU section

$$\text{HR needs} = \frac{291 \text{ patients}}{3530 \text{ times}} + 0.60 \text{ people}$$

$$= 0.08 + 0.60 = 0.68 \text{ people}$$

Thus, the number of required human resources in administration and MCU section was 0.68 people.

4.4.6 Coding verification of BPJS inpatients

$$\text{HR needs} = \frac{5,695 \text{ BPJS inpatients}}{39,132 \text{ times}} + 0.30 \text{ people}$$

$$= 0.14 + 0.30 = 0.44 \text{ people}$$

Thus, the amount of human resources required in inpatients *coding* verification section was 0.44 people.

According to the previous calculation, needs of human resources in the Medical Record Unit were as follows:

1.	Filling section	= 8.6 people
2.	Assembling section	= 0.73 people
3.	Coding section	= 2,32 people
4.	Reporting section	= 0.8 people
5.	Administration and MCU section	= 0.68 people
6.	Coding verification of BPJS inpatients	= 0.44 people
		13.57 people

From the calculated data above were obtained the need of Human Resource for Medical Record Unit was 13.57 people or equal to 14 people. While the number of human resources in the Medical Record Unit was 13, it meant that they lacked 1 person of human resource. According to the author's assumption, especially on filing section based on the presented needs of 8.6 people or 9 people, whereas the available filing officer consisted of only 6 people. As well as the coding verification of BPJS inpatients should be established special workers to work in it, so that the Head of Medical Record Unit can perform its responsibilities as the head one of which is to manage the room or carry out POACE (Planning, Organizing, Actuating, Controlling, and Evaluation). By calculating the human resource requirement based on the calculation procedure of Human Resource needs by using WISN method (Work Load Indicators Staff Need) in Medical Record Unit of Ibnu Sina Pekanbaru Islamic Hospital, it was known that the amount need of Human Resource was only 1 person. Regarding the author's assumption on shortage of

human resource, it imposed to the quality of service, one example of which was many complaints on filing section of Medical Records Unit part of the Medical Records Unit were obtained often from doctors / nurses in the clinic as a result of delays in providing medical record file. Whereas, according to Decree of Health Minister No. 129 / Menkes / SK / II / 2008 on Minimum Service Standards for the provision of hospital medical record file for outpatients are ≤ 10 minutes from patient registration.

4.5 Evaluation on Human Resource Calculation based on Workload of Medical Record Unit in Ibnu Sina Islamic Hospital Pekanbaru 2016

According to the assumption of the Director of Ibnu Sina Pekanbaru Islamic Hospital, the shortage of 1 human resource does not necessarily have to be met, while the author's assumption is in fact the performance and quality of service in Medical Record Unit was decreased. As one example, although the main activities in *filing* section had also been assisted by other sections, the delays time in the provision of outpatients document medical records should in accordance with the Decree of Health Minister of RI No. 129 / Menkes / SK / II / 2008 on Minimum Service Standards Hospital which is ≤10 minutes, still occurred as a result of the shortage of Human Resource, so this section often got a lot of complaints from clinic doctors or nurses as a result of such delays.

According to the Head of Medical Record, it was true that the number of officers and the existing workload were imbalance, the labor shortage, especially occurred in the filing section since filing section task was concurrently distributing medical record file and the special officer in charge of distributing medical record file was not provided. It had also been experienced by the Head of medical record that in addition to his own duties as Head of Medical Records, he was also required to undertake the coding verification of BPJS inpatients that made his responsibilities as head that was managing the room become less functional due to the over focus on doing BPJS verification. The author agrees with the opinion of the Head of Medical Record, as in the study, the author was also participating in the work in the Medical Record Unit which was heavy, especially for the filing section in which calculation result based on the real workload based on Decree of Health Minister of R1 No: 81 / Menkes / SK / I / 2004 revealed that the Human Resource shortage in this section was 3 people.

5. Conclusion

This research found that the need of human resource in medical record at Ibnu Sina Pekanbaru Islamic Hospital based on calculating each category is 8,6 + 0,73 + 2,32 + 0,8 + 0,68+0,44 = 13,57 people or equal to 14 people. While the human resource in medical record unit owned by

hospital currently is 13 people, it means this department lack one person more. This shortage has an impact on the employee performance at medical record unit which become decrease and the service quality on this department also declined.   In fact, Medical record unit get many complain from doctor or nurse because of delayed in providing medical record file. Based on health ministry regulation No: 129/Menkes/SK/II/2008stae that since the patient register until the file arrived in poly clinic is ≤ 10 minutes. According to director of hospital state that the lack of human resource (1 person) does not necessary to be fulfilled. But in fact, according to researcher found that the shortage of human resource has an impact to the employee performance which become decrease and service quality of medical record department also decrease. While the opinion of head medical record department state that the workload is heavy particularly for filing section, there is no special officer to drove and taking medical record file, then the coding verification of BPJS inpatient should available special officer, currently that task conducted by the head of medical record unit.   This   condition   makes   the responsibility of head of medical record is less functional in management

6. Suggestion

6.1 The medical record employee should manage the work time optimally which has set before by hospital.

6.2 The medical record employee should not delay to conduct main activities in order to fulfil the workload standard.

6.3 In order to increase the employee performance and service quality, it's required to recruit one person more as employee who has educational background of D3 medical record.

6.4 For filing section should separate their task from drove and taking medical record file.

6.5 For coding verification of BPJS inpatient should not conducted by the head of medical record because it will disturb the responsibility of head of medical record in management.

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