

***Analysis of Factors Causing Long Waiting Times for Outpatient Services at  
RSUD dr. H. Koesnadi Bondowoso***  
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***ABSTRACT***

*The waiting time for outpatient services at RSUD dr. H. Koesnadi still exceeds the standard SPM, which is  $\leq 60$  minutes. The average waiting time for patients in the cardiology, medical rehabilitation, and neurology departments is 127.84 minutes. This study aims to analyze the waiting time for outpatient services at RSUD dr. H. Koesnadi based on the 7M management elements. This research is qualitative in nature, employing data collection techniques such as observation, documentation, interviews, and brainstorming. The subjects of this study include 1 head of outpatient installation, 1 front office supervisor, 1 head of medical records, 3 specialist doctors, 4 registration staff, and 3 clinic staff. The results of this study indicate that the lack of knowledge among staff regarding the SPM waiting time (man), insufficient education on the outpatient registration process and requirements (method), low patient compliance in bringing their medical identification cards (material), frequent errors and loading issues with the hospital's information system (machine), absence of rewards for staff (motivation), and discrepancies between doctor schedules and clinic service times, as well as inadequate communication between doctors and clinic staff regarding service times (media). The hospital is advised to conduct SPM waiting time awareness campaigns, increase the number of doctors, improve and enhance information media within the hospital, educate patients to always bring their medical identification cards, maintain and upgrade systems, evaluate the hospital's information system, acquire new computers, implement reward and punishment systems, evaluate doctor arrival times, and establish effective and proactive communication patterns.*

***Keywords:*** *Waiting Time, Outpatient, SPM, Service, 7M*