

Management Review of Medical Record Document Retention at Faga Husada General Hospital

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A B S T R A C T

Retention is the process of moving active to inactive medical record documents to reduce the number of medical record documents on the active filling shelf. The aim is to find out how medical record document retention is managed when viewed from the 5M elements, namely Man, Money, Method, Material and Machine. This research uses a qualitative method with a case study approach. Data was collected through interviews, observation and documentation with four informants consisting of a medical records officer and the head of the installation. The data obtained is then analyzed through the stages of reduction, presentation and drawing conclusions. The research results show that retention activities have never been carried out even though there are SOPs in place. From human resources, In terms of facilities, meanwhile, the budget actually already exists, but has not been utilized optimally. Apart from that, existing procedures have not been implemented optimally and the use of technology is still limited. Based on these results, it can be concluded that the management of retention of medical record documents at RSU Faga Husada has not been running optimally. Therefore, it is necessary to increase the number and competency of officers, provide supporting facilities, and apply more consistent SOPs so that retention and destruction activities can run in accordance with applicable regulations.

INTRODUCTION

Healthcare service transformation requires hospitals to have an orderly, secure, and sustainable medical record management system. Medical records not only function as documents containing information regarding patient care but also serve as a source of information required for the provision of healthcare services, administration, financing, as well as legal and research purposes. Proper medical record management needs to be supported by planned activities involving storage, maintenance, disposal, and retention in accordance with applicable regulations (Permenkes No. 24 Tahun 2022 Tentang Rekam Medis). As the number of medical record documents increases, the management of storage space becomes increasingly important to ensure that documents remain available and can be easily retrieved when needed.

One of the problems in medical record management is the suboptimal implementation of medical record document retention. Retention is part of the document disposal process, which aims to transfer inactive medical record documents from active storage areas, thereby reducing storage burdens and improving the efficiency of document management (Wijaya et al., 2022). The implementation of retention requires support from various management elements, including human resources (man), budget (money), materials or supporting requirements (material), facilities and infrastructure (machine), and work methods or procedures (method). The lack of readiness in any of these elements can become an obstacle to retention implementation, as previous studies have shown that limited human resources, the unavailability of standard operating procedures (SOPs) or retention schedules, and limited facilities can prevent retention activities from being implemented in accordance with applicable requirements (Agustin et al., 2020; Mutiara & Herfiyanti, 2021).

General Hospital Faga Husada, as a healthcare facility established in late January 2022, faces the need to develop a medical record management system capable of anticipating the continuous growth of medical record documents. Based on the research findings, medical record retention activities at General Hospital Faga Husada have never been implemented, although the hospital already has an SOP and budget related to these activities. Similar conditions were also identified in the aspects of human resources, materials, and machine, including the presence of staff with a midwifery educational background, the unavailability of a dedicated storage room for inactive documents, the absence of retention-supporting equipment, and the lack of a retention schedule. These conditions

indicate a gap between the availability of some supporting management elements and the actual implementation of retention activities.

The urgency of this study lies in the need to determine the readiness of each management element in supporting the implementation of medical record document retention at RSUD Faga Husada. Previous studies have shown that retention activities may be delayed or not implemented due to various factors, such as limited personnel, inadequate storage facilities, and the absence of clear retention procedures and schedules (Khairunnisa et al., 2022; Khasanah et al., 2022; Amalia et al., 2024). Other studies have also demonstrated that the readiness to manage inactive medical record documents needs to be considered alongside the development of medical record systems and the transition from manual to electronic management (Putri & Gunawan, 2022; Priskusanti et al., 2024). Therefore, the 5M management approach is employed in this study to provide a more comprehensive description of the conditions surrounding retention implementation.

Research on barriers to retention has been widely conducted in other healthcare facilities; however, each hospital has different characteristics in terms of resources, policies, facilities, and stages of development. A research article on barriers to medical record activities at RSUD Kota Baubau also indicated that limited human resources and the unavailability of guidelines or SOPs could hinder the implementation of medical record activities (Wahyuni & Budiati, 2020). However, that study focused on coding barriers related to abbreviations of medical terms, whereas the present study focuses on medical record document retention management by examining the aspects of Man, Money, Material, Machine, and Method at RSUD Faga Husada. The novelty of this study lies in describing the readiness and condition of each management element in implementing retention at a relatively newly established hospital, thereby providing an evaluation basis for the hospital in preparing for retention activities in a planned manner and in accordance with applicable requirements.

Based on these conditions, this study aims to describe medical record document retention management at Rumah Sakit Umum Faga Husada based on the aspects of Man, Money, Material, Machine, and Method, as well as to assess the conformity of retention implementation with the applicable SOP and regulations. The findings indicate that retention has not yet been implemented due to the unavailability of a retention schedule, while several supporting elements, such as human resources, inactive document storage space, and supporting equipment, still require strengthening. These findings indicate that retention implementation requires comprehensive management readiness to ensure that document disposal activities can be carried out effectively, efficiently, orderly, and sustainably.

METHODOLOGY

This study employs a descriptive research design with a qualitative approach to describe the management of medical record document retention at RSUD Faga Husada General Hospital. The study focuses on the management of medical record retention based on the "5M" management aspects: Man, Money, Material, Machine, and Method. It was conducted in 2026, in accordance with the timeline specified in the research proposal.

The research data consists of both primary and secondary data. Primary data were obtained directly through interviews and observations involving informants associated with medical record management and retention implementation at RSUD Faga Husada General Hospital. Secondary data were gathered through documentation related to medical record management, including Standard Operating Procedures (SOPs) and other supporting documents. Informants were selected using purposive sampling a method based on the criterion that the chosen individuals possess knowledge of and are involved in medical record management, and hold information relevant to the research objectives.

Data collection techniques included observation, interviews, and documentation. Observations were conducted to directly assess the conditions and readiness for implementing medical record document retention based on the five management aspects. Face-to-face interviews were conducted using an interview guide to gather information regarding human resources, budget, materials, facilities and infrastructure, and the methods or procedures related to retention activities. Documentation was used to supplement the research data through the review of documents and supporting evidence related to retention implementation. Research instruments included interview guides, observation sheets, documentation sheets, a voice recorder, and writing materials.

Data validity was ensured through technique triangulation and source triangulation. Technique triangulation involved comparing data obtained via interviews, observations, and documentation, while source triangulation involved comparing information obtained from multiple informants

involved in medical record management. Data analysis was performed qualitatively through the stages of data reduction, data presentation, and conclusion drawing/verification. The data obtained were then systematically organized based on the aspects of Man, Money, Material, Machine, and Method to provide an overview of the medical record retention management at Faga Husada General Hospital.

RESULTS & DISCUSSION

Research findings regarding medical record retention management at Faga Husada General Hospital indicate that the implementation of retention practices has not been optimal. This is evidenced by the fact that no retention activities have been carried out since the hospital's establishment in late January 2022, alongside the absence of certain necessary supporting elements. Based on observations, interviews, and document reviews, the state of retention management was evaluated against five management elements: Man, Money, Material, Machine, and Method. These elements revealed varying conditions, ranging from the readiness of human resources and budget to the availability of storage space, supporting facilities, Standard Operating Procedures (SOPs), and retention schedules.

Human Resources (Man)

Research findings indicate that the retention of medical record documents at Faga Husada General Hospital has not been implemented since the hospital was established in late January 2022. This situation is linked to the readiness of human resources, a crucial element in the execution of retention processes. The study identified four staff members involved in medical record management: three with educational backgrounds in Medical Records and Health Information, and one with a background in midwifery. Furthermore, the absence of dedicated staff actively carrying out retention activities has prevented these operations from running optimally.

Staff availability is vital for supporting medical record activities, including document retention. Retention requires not only personnel to physically move documents but also staff who understand storage duration regulations, the classification of active versus inactive documents, and the stages of document disposal (thinning). Consequently, having staff with relevant educational backgrounds helps ensure that activities are conducted according to proper procedures. Previous research indicates that limited human resources can be a factor preventing retention activities from being carried out optimally (Wijaya et al., 2022; Niska Salsiani Sinta et al., 2023).

The study also revealed the involvement of a staff member with a midwifery background in medical record management. While this does not necessarily imply an inability to perform the job, it raises concerns regarding competency alignment. Medical record management involves specialized tasks requiring knowledge of document recording, storage, maintenance, disposal, and retention. The fact that retention activities have never been performed also suggests a need to enhance the staff's practical experience in this area.

This situation can be addressed by improving the competencies of the staff involved in medical record management. Briefings or training sessions on retention could be provided to ensure staff understand the procedural stages and can distinguish between active documents and those that have become inactive. Furthermore, designating specific personnel responsible for retention activities can clarify the division of duties and prevent these tasks from being neglected due to competing medical record responsibilities.

The findings indicate that the "Man" (personnel) component at Faga Husada General Hospital does not yet fully support the implementation of retention procedures. While the availability of three staff members with backgrounds in Medical Records and Health Information serves as a valuable starting point, the absence of dedicated retention staff and the need for competency adjustments suggest that workforce readiness requires strengthening. With enhanced competencies and a clearer division of tasks, human resources can become a key driver in preparing for the implementation of medical record retention.

Budget (Money)

Research findings indicate that Faga Husada General Hospital has a budget allocated for the implementation of medical record document retention. The existence of this budget demonstrates that the hospital acknowledges the financial requirements of retention activities. However, the budget allocation has not yet been fully matched by the procurement of the necessary support tools and logistical supplies required for the retention process. This situation reveals that while financial support

is available, its utilization needs to be more specifically directed toward the actual requirements of retention activities.

A budget is essential to support various needs during retention implementation, including the provision of facilities, infrastructure, equipment, and other necessities related to the document transfer and storage processes. Retention activities require not only personnel but also financial support to meet operational needs. Research on the retention and disposal of medical record documents shows a link between financial support and the availability of the facilities required for these activities (Fadila et al., 2023).

The situation at Faga Husada General Hospital reveals a discrepancy between the available budget and the fulfillment of operational needs. The allocated budget has not yet resulted in the provision of all the resources needed to support retention. This demonstrates that the mere existence of a budget is insufficient to ensure the successful execution of activities. Budget planning needs to be aligned with actual needs on the ground so that available funds can be used to procure priority facilities and equipment.

Budget management should also take into account the various stages of retention implementation. The hospital could first identify the most urgent needs such as storage space for inactive documents and activity support tools and then allocate the budget based on these priorities. Such planning helps prevent situations where a budget exists but key requirements for carrying out the activities remain unmet.

In summary, while the "Money" element is present at Faga Husada General Hospital, its utilization requires optimization. The existing budget can serve as a foundation for the hospital to prepare for retention requirements in a phased manner. Allocating a budget that aligns with activity requirements will help support the provision of facilities and infrastructure, thereby enabling better preparation for the implementation of the retention process.

Materials

Research findings regarding the "Materials" aspect indicate that Faga Husada General Hospital does not yet possess a dedicated space for storing inactive medical record documents. This situation poses a challenge to the implementation of retention procedures, as documents transferred from active storage still require appropriate storage facilities. Without a designated inactive storage area, there is no clear destination for retained documents, potentially resulting in them remaining in the active storage space.

The availability of storage space is a crucial component of retention activities; the goal of retention is not merely to move documents from one location to another, but to organize them based on their status and retention periods. Documents designated as inactive must still be stored and managed in accordance with applicable regulations. Research on inactive medical record management highlights storage space availability as a key factor to consider during retention processes (Prihartini et al., 2023).

Space limitations can also impact the efficiency of medical record management. Active storage areas should primarily house documents frequently required for patient care. If inactive documents remain in the active storage area due to a lack of dedicated space, the capacity of the active area becomes overburdened. Previous studies have shown that limited storage space can lead to an accumulation of medical records and hinder the records disposal process (Khairunnisa et al., 2022).

This issue is particularly significant for Faga Husada General Hospital, as it is in the early stages of development and the volume of medical records will continue to grow alongside expanding services. Storage space requirements must be addressed by considering not only current conditions but also the future accumulation of documents. Early space planning can mitigate the risk of document accumulation and prevent difficulties in retrieving documents when needed.

Faga Husada General Hospital needs to provide a dedicated space for storing inactive medical records before routinely implementing retention procedures. This space should be systematically organized, taking into account document security, ease of retrieval, and storage capacity. The provision of space must also be aligned with the estimated volume of documents to be transferred, ensuring that available facilities can support sustainable retention operations.

Based on these findings, the "Material" component is not yet fully prepared to support retention activities. The lack of storage space for inactive records indicates that the hospital requires basic facility preparations before retention can be implemented. Meeting this need is crucial to ensure

that documents entering the inactive phase can be promptly moved from the active storage area while remaining properly managed.

Facilities and Infrastructure (Machine)

Research findings indicate that Faga Husada General Hospital lacks the specific support equipment required for the execution of medical record document retention. The absence of such equipment is a condition requiring attention, as the retention process necessitates tools to assist in the sorting, transferring, organizing, and managing of documents. Adequate facilities can help staff carry out these activities in a more orderly and efficient manner.

Facilities and infrastructure are key elements supporting the smooth operation of medical record management. Whether retention activities are performed manually or utilize technology, appropriate equipment remains essential. Research on delays in medical record retention shows that limited facilities can act as a barrier to document disposal activities (Wijaya et al., 2022).

Conditions at Faga Husada General Hospital suggest a link between the lack of support equipment and the hospital's readiness to carry out these activities. Staff face difficulties when document sorting and management tasks are performed without adequate equipment support. Suitable facilities can also help reduce the staff's workload and improve organization in the management of transferred documents.

The provision of facilities should be aligned with the actual needs of the retention process. The hospital could consider acquiring computers, scanners, and other support equipment suited to its document management system. Procurement need not happen all at once; it can be phased based on urgency and the hospital's financial capacity. Such planning ensures that the budget is directed toward facilities that genuinely support the activities.

Beyond procurement, the effective use of facilities depends on the staff's ability to operate them. Available equipment will not yield optimal results if staff lack the skills to operate and utilize it as required. Therefore, enhancing staff competence and providing the necessary facilities should be addressed concurrently to ensure effective retention operations.

Based on these findings, the "Machine" component at Faga Husada General Hospital requires strengthening. The absence of specialized support equipment indicates that preparations for retention activities have not yet been fully completed. The phased provision of facilities based on needs can help hospitals prepare for the implementation of retention procedures and support more orderly management of medical record documents.

Method

The research results indicate that Faga Husada General Hospital possesses Standard Operating Procedures (SOPs) regarding medical record management but lacks a retention schedule for medical record documents. This situation is a contributing factor to the failure to implement retention activities. SOPs serve as guidelines for operational activities, whereas a retention schedule is essential for determining the timing of retention actions for documents that have reached the end of their mandatory storage period.

The existence of SOPs demonstrates that the hospital has a procedural foundation for medical record management. However, SOPs alone are insufficient without an accompanying retention schedule to serve as a reference for timing. Retention requires clear planning so that documents can be identified based on their storage periods and systematically transferred out of active storage.

The absence of a retention schedule indicates that the "Method" component of the retention process is not yet fully prepared. A retention schedule is necessary to ensure that the transfer of documents from active to inactive storage is planned rather than dictated solely by storage space availability. Previous studies have shown that the lack of a retention schedule is a factor preventing medical record retention or disposal activities from proceeding as intended (Khasanah et al., 2022; Yanti et al., 2023).

This situation reveals a gap between general guidelines and actual field operations. While the hospital has SOPs, it lacks a schedule specifically governing when documents should enter the retention process. Consequently, retention activities lack a fixed timeline, creating a risk that documents due for inactive status remain in active storage areas.

These findings align with the study by Wahyuni & Budiatty, (2020) regarding obstacles in medical record operations at the Baubau City Regional General Hospital (RSUD). That study demonstrated that the absence of adequate guidelines and SOPs could hinder medical record work.

Although that study focused on coding challenges related to medical abbreviations, the findings serve as a point of comparison, highlighting that clear guidelines and work procedures are crucial for supporting effective medical record operations. This study differs from the research conducted by Wahyuni & Budiati, (2020) in terms of its object and research focus. While the previous studies addressed obstacles in the coding process, this study examines medical record document retention management based on the “5M” elements: Man, Money, Material, Machine, and Method. A shared finding is the importance of procedural support in ensuring that medical record activities are carried out in a structured and directed manner.

Given this situation, Faga Husada General Hospital needs to develop a retention schedule to complement its existing Standard Operating Procedures (SOPs). This schedule would serve as a guideline for identifying documents that have reached the end of their retention period and must be transferred to inactive storage. The development of the retention schedule must also align with applicable regulations and the hospital's specific document management conditions.

With clear SOPs and a retention schedule in place, staff will have more comprehensive guidelines for executing retention activities. Clearly defined methods can also facilitate more structured task allocation, as staff will understand the procedural stages, timelines, and specific documents subject to retention. Therefore, the “Method” element requires further strengthening specifically regarding the development of the retention schedule to ensure that existing SOPs can be effectively implemented in the hospital's medical record document retention activities.

CONCLUSION

An assessment of medical record retention management at Faga Husada General Hospital, based on the five management elements, reveals that retention activities have not been carried out since the hospital's establishment in late January 2022. Regarding the “Man” element, there are four staff members involved in medical record management three with backgrounds in Medical Records and Health Information and one in midwifery yet no specific staff member is assigned to execute retention tasks. Regarding “Money,” the hospital has a budget for retention activities, but this has not yet been matched by the procurement of necessary support equipment and logistics. Regarding “Material,” there is no dedicated space for storing inactive medical records, while regarding “Machine,” there is no specialized support equipment available for retention activities. Regarding “Method,” the hospital possesses Standard Operating Procedures (SOPs) but lacks a retention schedule, preventing retention activities from being carried out systematically. These conditions indicate that the readiness of the five management elements requires strengthening to ensure that retention is implemented effectively, efficiently, systematically, and sustainably in accordance with applicable regulations.

A limitation of this study is its focus on the retention management conditions at a single hospital; consequently, the findings reflect the specific situation at Faga Husada General Hospital and cannot be generalized to other hospitals. Furthermore, the study was conducted before any retention activities had taken place, meaning the assessment primarily reflects the readiness of the Man, Money, Material, Machine, and Method elements prior to the actual implementation of retention. Future research could examine retention implementation after the hospital has established a retention schedule and secured all necessary support elements, thereby providing a more comprehensive picture of the effectiveness of the retention process.

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