

Analisis kinerja pelayanan kesehatan berdasarkan balanced scorecard di Rumah Sakit Budhi Asih Jakarta periode 2007-2009 = Health service performance analysis based on the balanced scorecard at Budhi Asih Hospital in Jakarta during 2007-2009

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Abstrak

Balanced scorecard : alat evaluasi kinerja komprehensif dengan 4 perspektif. Penelitian ini merupakan penelitian kuantitatif. Hasil penelitian periode tahun 2007-2009: 1) Kinerja perspektif pelanggan: rata-rata tingkat kepuasan pelanggan pada reliability sebesar 71,6%, responsiveness sebesar 74.7%, assurance sebesar 76 %, empathy sebesar 71 .5%, Tangibility sebesar 73.2%; retensi pelanggan mengalami tren peningkatan; akuisisi pelanggan mengalami tren penurunan (2009); 2) Kinerja perspektif keuangan: Tingkat pertumbuhan pendapatan mengalami tren peningkatan; Pengeluaran biaya mengalami tren peningkatan, realisasi dan anggaran pendapatan mengalami tren penurunan, realisasi dan anggaran pengeluaran tercapai lebih dari 100%, rasio keuangan masih dibawah nilai ideal yang ditetapkan Depkes; 3) Kinerja perspektif proses bisnis internal: rawat inap: BOR 2007 (71,3%), 2008 (67,7%), (hingga September 2009:53,3%); AvLOS (hari) 2007 (4,1), 2008 (4), 2009 (4,4); BTO 2007 (54,6), 2008 (54,7), 2009 (44,8); TOI 2007 (1,9), 2008 (2,2), 2009 (1,4); NDR dan GDR dibawah angka toleransi Depkes; Jumlah kunjungan rawat jalan terjadi penurunan (2009) 4) Kinerja perspektif pembelajaran dan pertumbuhan: rata- rata komitmen karyawan sebesar 79,7%, kapabilitas karyawan sebesar 74,5%, kepuasan karyawan sebesar 59,5%, kapabilitas sistem informasi sebesar 68,5%; akses pelatihan dan pendidikan jumlahnya sangat kecil, hanya 3,47% (2009).

Saran : adanya program pendidikan berkelanjutan bagi karyawan, dilakukan survey kepuasan karyawan, mengadakan survey kepuasan pelanggan, mengembangkan jenis pelayanan.

Balanced scorecard: a comprehensive performance evaluation tool with four perspectives. This research is quantitative. Results of the study period 2007-2009: 1) The performance of the customer perspective: the average customer satisfaction level of 71.6% on reliability, responsiveness of 74.7%, 76% assurance, Empathy for 71.5%, amounting to 73.2% tangibility; customer retention experienced a trend of increasing; acquisition of customers experiencing the downward trend (2009); 2) The performance of the financial perspective: The rate experienced a trend of increasing revenue growth; expenditures experienced a trend of increasing costs, actual and budget revenues experienced a trend decline, the actual and budget expenditures reached more than 100%, financial ratios are still below the ideal value determined MOH; 3) The performance of internal business process perspective: hospitalization: BOR 2007 (71.3%), 2008 (67.7%), (until September 2009:53,3%); AvLOS (day) 2007 (4.1), 2008 (4), 2009 (4.4); BTO in 2007 (54.6), 2008 (54.7), 2009 (44.8); Toi 2007 (1.9), 2008 (2.2), 2009 (1.4); NDR and GDR under MOH figures tolerance; number of outpatient visits decreased (2009) 4) The performance of learning and growth perspective: the average employee commitments amounted to 79.7 %, the capabilities of employees amounted to 74.5%, 59.5% employee satisfaction, information system capabilities of 68.5%; access to training and education of very small amount, only 3.47% (2009).

Suggestion: There should be continuing education programs for employees, employee satisfaction survey,

customer satisfaction survey, develop the kind of service.</i>