

Analisis kinerja NICU (neonatal intensive care unit) RSIA Hermina Pasteur dengan pendekatan balanced scorecard tahun 2007

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Abstrak

RSIA HERMINA Pasteur merupakan salah satu rumah sakit di Kota Bandung yang mengkhususkan pada pelayanan kesehatan ibu dan anak. RSIA HERMINA Pasteur memiliki fasilitas yang menjadi unggulan yaitu pelayanan Perinatologi, NICU, PICU, Fetomaternal dan Klinik Tumbuh Kembang. Seperti yang tercantum dalam Program Market Leader HERMINA Grup, Insialasi Perinatologi/NICU/PICU diharapkan menjadi pusat rujukan di wilayahnya. Hal ini menjadi peluang bagi RSIA HERMINA Pasteur untuk turut serta dalam penurunan AKB di Kota Bandung dan sekitarnya. Salah satu instalasi yang menjadi unggulan RSIA HERMINA Pasteur adalah NICU yang merupakan ruang perawatan khusus bagi bayi risiko tinggi atau yang memerlukan pemantauan ketat dan membutuhkan alat bantu pemapasan khusus/ventilator. Setelah berjalan hampir tiga tahun BOR NICU masih belum menunjukkan peningkatan dibandingkan produk unggulan lainnya yaitu PICU dan ICU. Berdasarkan hal tersebut perlu dilakukan penelitian mengenai kinerja NICU RSIA HERMINA Pasteur. Untuk melakukan penilaian kinerja ini dipergunakan pendekatan Balanced Scorecard yang memiliki empat perspektif.

Dalam penelitian ini, peneliti ingin memperoleh gambaran kinerja NICU rumah sakit yang sesuai (appropriate) dan layak (feasible), menggunakan prinsip manajemen Balanced Scorecard (BSC), sebagai alat ukur dan perangkat manajemen untuk meningkatkan kinerja.

Penelitian ini merupakan penelitian kualitatif dengan menggunakan metode wawancara mendalam, telaah dokumen dan observasi lapangan untuk memperoleh gambaran kinerja dan model BSC yang sesuai dengan NICU rumah sakit.

Dari penelitian ini didapatkan kinerja NICU RSIA HERMINA Pasteur berdasarkan perspektif keuangan, perspektif pelanggan, perspektif bisnis internal dan perspektif pertumbuhan dan pembelajaran, Kinerja NICU berdasarkan perspektif keuangan menunjukkan bahwa NICU merupakan unit kerja yang memerlukan biaya operasional besar tetapi tidak banyak menghasilkan keuntungan bagi rumah sakit. Dengan demikian tidak dapat diharapkan untuk menjadi profit centre bagi rumah sakit. Gambaran kinerja NICU berdasarkan perspektif pelanggan menunjukkan bahwa pada tahun 2006 dan triwulan I tahun 2007 masih terjadi beberapa kasus penolakan pasien yang berkaitan dengan biaya. Hal ini bertolak belakang dengan perluasan pasar yang dilakukan rumah sakit itu diperlukan berbagai terobosan untuk mencegah hal tersebut. Gambaran kinerja NICU berdasarkan perspektif Bisnis Internal menunjukkan telah terjadi peningkatan BOR NICU dalam dua tahun terakhir. Fasilitas ruangan dan peralatan NICU masih belum lengkap seperti yang ditentukan dalam standar NICU. Walaupun demikian pelayanan dapat dilakukan karena pada umumnya peralatan medis yang dibutuhkan di NICU sudah tersedia. Gambaran kinerja NICU berdasarkan perspektif pertumbuhan dan pembelajaran menunjukkan belum ada dokter Spesialis Anak yang merupakan pegawai tetap rumah sakit. Tingkat pendidikan para perawat masih D3 sedangkan untuk masa yang akan datang diharapkan semua perawat NICU berpendidikan S1 Keperawatan.

Dari penelitian yang dilakukan dapat disimpulkan bahwa NICU RSIA HERMINA Pasteur walaupun

merupakan produk unggulan tidak dapat dijadikan profit centre. Kinerja NICU berdasarkan perspektif pelanggan juga belum memuaskan karena masih banyaknya kasus penolakan pasien yang terjadi selama dua tahun terakhir ini hal ini bertolak belakang dengan perluasan pasar yang dilalukan rumah sakit.

Pertumbuhan BOR NICU pada dua tahun terakhir ini terlihat meningkat dan sebagian besar sarana dan prasarana yang diperlukan di NICU sudah tersedia atau dapat diupayakan. Kinerja NICU berdasarkan perspektif pertumbuhan dan pembelajaran menunjukkan bahwa SDM NICU masih belum sesuai dengan standar yang ditetapkan.

Saran untuk RSIA HERMINA Pasteur: Perspektif Keuangan, untuk meningkatkan pangsa pasar perlu dilakukan kerja sama dengan ASKESKIN, ASKES PNS serta Pemerintah Daerah diprioritaskan untuk penanganan kasus neonatal risiko tinggi. Pada perspektif Pelanggan, untuk mencegah terjadinya kasus penolakan pasien NICU, maka sebaiknya disusun suatu kebijakan rumah sakit mengenai hal tersebut dan menjalin kerjasama dengan pihak Pemda, ASKESKIN maupun ASKES PNS untuk membantu menanggung biaya perawatan khusus bagi pasien NICU. Perspektif Bisnis internal, Pada perspektif bisnis internal untuk meningkatkan BOR perlu dilakukan pemasaran pada kalangan tertentu misalnya DSOG dan dr SpA di Bandung dan daerah sekitarnya Perspektif pembelajaran dan Pertumbuhan. Penambahan tenaga Dokter Spesialis Anak yang tetap dan peningkatan pendidikan perawat menjadi SI Keperawatan.

.....RSIA HERMINA Pasteur was one of the hospitals in the Bandung City that set aside in the health service of the mother and the child. RSIA HERMINA Pasteur had facilities that became supreme that is the Perinatology services, NICU, PICU, Fetomaternal and Tumbuh Kembang Clinic. Like that was included in the Market Leader HERMINA Grup Program, Installation of Perinatology/NICU/PICU it was hoped became the centre of reconciliation in his territory. This became the opportunity for RSIA HERMINA Pasteur to join in as well as in the AKB decline in the Bandung City and surrounding area. One of the installations that became supreme RSIA HERMINA Pasteur was NICU that was special maintenance space for the high risk baby or that needed the tight monitoring and needed special respiratory aids/the ventilator. After going almost three NICU BORE years did still not show the increase was compared the other supreme product that is the TRIGGER and ICU. By this matter must be done by the research concerning the NICU RSIA HERMINA Pasteur achievement.

To do the assessment of this achievement was utilized by the Balanced Scorecard approach that had four perspectives. In this research, the researcher wanted to receive the picture of the NICU achievement the appropriate hospital (appropriate) and appropriate (feasible), used the principle of the framework of the Balanced Scorecard management (BSC), as the implement measured and management equipment to increase the achievement of this Research was the qualitative research by using the deep interview method, the study of the document and observation of the field to receive the picture of the achievement and the BSC model that in accordance with NICU the hospital.

From this research was obtained by the NICU RSIA HERMINA Pasteur achievement was based on the perspective of finance, the perspective of the customer, the perspective of the internal business and the perspective of the growth and learning. The NICU achievement was based on the perspective of finance showed that NICU was the work unit that needed the operational cost big but often did not produce the profit for the hospital. Therefore could not be expected to become the profit centre for the hospital. The picture of the NICU achievement was based on the perspective of the customer showed that during 2006 and quarterly I in 2007 still was happening several cases of the patient's refusal that was linked with the cost. This was the opposite of the expansion of the market that was done the hospital. That was needed by various

breakthroughs to prevent this matter. The picture of the NICU achievement was based on the perspective of the Internal Business showed the increase in the NICU BORE for the last two years happened. Room facilities and NICU equipment were still being not yet complete like that was determined in the standard of NICU. Although the service could be carried out because generally specific equipment that was needed in NICU has been available. The picture of the NICU achievement was based on the perspective of the learning and growth showed did not yet have Pediatrics who was the hospital permanent employee. The level of education of the nurses still D3 whereas for the period that will come to be hoped for by all nurse of NICU educated SI Nurse.

From the research that was carried out could be concluded that NICU RSIA I-IERMINA Pasteur although being the supreme product could not be made the profit centre. The NICU achievement was based on the perspective of the customer also did not yet satisfy because still the number of cases of the patients refusal that happened during the last two year this was the opposite of the expansion of the market that was done the hospital. The growth of the NICU BORE was for the last two year seen increased and most means and the infrastructure that were needed in NICU have been available or could be striven for. The NICU achievement was based on the perspective of the growth and learning showed that NICU human resources still did not yet be in accordance with the standard that was detemiined.

The suggestion for RSIA I-IERMINA Pasteur: Perspective F inancial, to increase the market share must be carried out by the work was the same as ASKESKIN, ASKES PNS as well as the Regional Government was given priority to For the handling of the case neonatal the high risk. Perspective customer, for prevented the occurrence of the ease of the patient's refusal NICU, then better be compiled by a policy of the hospital concerning this matter and establish the co-operation with the Regional Government's side, ASKESKIN and the health insurance for PNS to help dealt with the special maintenance cost for the patient NICU. The perspective of the business internal, in the perspective of business internal to increase the BORE must be carried out by the marketing in the certain circle for example DSOG and Pediatrics in Bandung and the area of surrounding area. The perspective learning and the growth the increase in the Specialist Doctors power the Child that continue to and the increase in the nurse's education became SI Nurse. References: 31 ranging from the year of 1994 to 2007.