

Penilaian kinerja rawat inap di Rumah Sakit ABC dengan pendekatan balanced scorecard (BSC) = Assessment of inpatient performance at ABC Hospital with balanced scorecard (BSC) approach

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Abstrak

Tesis ini membahas gambaran tentang kinerja rawat inap Rumah Sakit ABC melalui pendekatan balanced scorecard (BSC). Desain penelitian adalah analitik deskriptif dengan pendekatan kuantitatif dan untuk mendukung hasil yang diperoleh juga dilakukan pendekatan kualitatif dengan melakukan wawancara, telaah dokumen mengenai empat perspektif pada Balanced Scorecard.

Hasil penelitian tahun 2013-2017 menunjukkan : (1).Perspektif keuangan : rata-rata tingkat pertumbuhan pendapatan rawat inap tidak ideal, rata-rata tingkat pengeluaran biaya ideal, perbandingan pendapatan dan pengeluaran ideal, (2). Perspektif pelanggan : kepuasan pasien rawat inap tidak ideal, retensi pelanggan tidak ideal, akuisi pelanggan tidak ideal, (3). Perspektif proses bisnis internal : BOR tidak ideal, AvLOS tidak ideal, BTO ideal, TOI tidak ideal, NDR ideal, GDR ideal, pertumbuhan pasien rawat inap ideal, (4) Perspektif pertumbuhan dan pembelajaran : kepuasan karyawan tidak ideal, turn over karyawan ideal, akses terhadap pendidikan dan pelatihan tidak ideal.

Saran secara umum hendaknya Rumah Sakit ABC mengukur kinerjanya dengan menggunakan pendekatan balanced scorecard, yang efektif dalam mengukur kinerja rumah sakit secara komprehensif, efektif dan dapat mengidentifikasi masalah-masalah yang ada, serta dapat membantu manajemen rumah sakit untuk menentukan langkah-langkah perbaikan demi meningkatkan kinerja rumah sakit khususnya kinerja rawat inap.

This thesis discusses the description of hospitalization performance of ABC hospital through balanced scorecard (BSC) approach. The research design is descriptive analytical with quantitative approach and to support the results obtained also conducted qualitative approach by conducting interviews, study documents on four perspectives on Balanced Scorecard.

The results of the year 2013-2017 show : (1). Financial perspective : average inpatient income growth is not ideal, average cost of spending is ideal, ratio income and expenditure is ideal, (2). Customer perspective: inpatient satisfaction is not ideal, customer retention is not ideal, customer acquisition is not ideal, (3). Internal business process perspective: BOR is not ideal, AvLOS is not ideal, BTO is ideal, TOI is not ideal, NDR is ideal, GDR is ideal, inpatient growth is ideal, (4) Perspective of growth and learning : employee satisfaction is not ideal, turn over employee is ideal, access to education and training is not ideal.

General advice should ABC Hospital measure its performance by using balanced scorecard approach, which is effective in measuring hospital performance comprehensively, effectively and can identify problems, and can assist hospital management to determine improvement measures to improve performance hospitals especially inpatient performance.