

Analisis kinerja instalasi rawat jalan dengan metode balanced scorecard di Rumah Sakit Umum Daerah Koja tahun 2017-2018 = Performance analysis of outpatient installation with the balanced scorecard method at the Koja Regional General Hospital 2017-2018

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Abstrak

Peningkatan pendapatan di Instalasi Rawat Jalan RSUD Koja dipengaruhi oleh meningkatnya jumlah kunjungan pasien karena tersedianya inovasi pelayanan yang memberikan kemudahan dalam pelayanan, akan tetapi komplain pasien terkait pelayanan yang diberikan juga mengalami peningkatan. Peningkatan jumlah komplain pasien tersebut menyebabkan survey kepuasan pelanggan belum mencapai target standar pelayanan minimal rumah sakit. Survey kepuasan pegawai di instalasi tersebut juga belum mencapai target yang telah ditentukan oleh rumah sakit. Tujuan penelitian ini adalah menganalisis kinerja Instalasi Rawat Jalan di RSUD Koja secara keseluruhan dengan menggunakan metode Balanced Scorecard. Jenis penelitian adalah deskriptif analitik dengan pendekatan kuantitatif dan kualitatif, serta menggunakan data sekunder dan data primer. Dari penelitian ini diperoleh bahwa kinerja keuangan menunjukkan kinerja baik dengan peningkatan pendapatan dan realisasi pendapatan yang mencapai target. Kinerja pelanggan menunjukkan kinerja yang cukup dengan peningkatan terhadap retensi pelanggan dan pertumbuhan pelanggan, akan tetapi survey kepuasan pelanggan belum mencapai target Standar Pelayanan Minimal yaitu 90% dan akuisisi pelanggan mengalami penurunan sehingga perlu mendapatkan perhatian. Kinerja proses bisnis internal menunjukkan kinerja cukup dengan inovasi pelayanan yang mampu mengidentifikasi kebutuhan pasien dan waktu tunggu rawat jalan yang sesuai target yaitu ≤60 menit, namun perlu diperhatikan jumlah komplain pasien yang mengalami peningkatan. Kinerja pembelajaran dan pertumbuhan menunjukkan kinerja cukup dengan terlaksananya program-program akses diklat secara berkala, akan tetapi kepuasan pegawai belum mencapai target rumah sakit yaitu 90% dan kapabilitas sistem informasi dengan nilai rata-rata sebesar 62,6% termasuk dalam kategori cukup baik. Secara keseluruhan kinerja Instalasi Rawat Jalan RSUD Koja adalah cukup baik.

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The increased income of Outpatient Services at Koja Hospital is influenced by the increasing number of patient visits due to the availability of service innovations that provide convenience in services. However, the amount of complaints from patients regarding the services provided have also escalated. The interpolation in the number of patient complaints has led to customer satisfaction surveys not yet reaching the target of minimum hospital services. The employee satisfaction survey at the installation has also not reached the standard services set by the hospital. The purpose of this study is to analyze the performance of outpatient installations in the Koja Hospital as a whole using the Balanced Scorecard method. The research type is analytical descriptive with quantitative and qualitative approaches and uses secondary data and primary data. From this study, it was found that financial performance showed good performance with an augment in income and realization of income that reached the target. Customer performance shows sufficient results with customer retention and customer growth, but customer satisfaction surveys have not reached the target of Minimum Service Standards of 90% and customer acquisitions have decreased

consequently it needs attention. Internal business process performance shows sufficient implementation with service innovation that is able to identify patient necessity and outpatient waiting times that are targeted at 60 minutes, although it should be noted the number of patient complaints that have increased. Learning and growth performance shows sufficient outcome with the execution of training access programs on a regular basis nevertheless, employee satisfaction has not reached the target of the hospital, namely 90% and information system capabilities with an average value of 62.6% included in the fairly good category. Overall, the performance of the Outpatient Installation of RSUD Koja is relatively good.