

# Analisis Implementasi Kebijakan Pelayanan Fisioterapi Selama Pandemi COVID-19 di RSUP Persahabatan Tahun 2020-2021 = Policy Implementation Analysis of Physical Therapy Services During The COVID-19 Pandemic Era at RSUP Persahabatan in 2020-2021

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## Abstrak

Pelayanan fisioterapi sebagaimana diatur dalam Permenkes Nomor 65 tahun 2015 Tentang Standar Pelayanan Fisioterapi mencakup penyelenggaraan pelayanan, manajemen pelayanan, dan sumber daya. Penelitian ini memiliki tujuan untuk melihat implementasi kebijakan pelayanan fisioterapi selama masa pandemi COVID-19 di RSUP Persahabatan tahun 2020-2021 dengan mengadopsi teori implementasi kebijakan Edward III. Metode penelitian ini menggunakan pendekatan kualitatif berupa wawancara dengan teknik FGD maupun in-depth interview, dimulai dari tenaga Fisioterapis, Bidang Pelayanan Medik RSUP Persahabatan, hingga Bidang IV – Standarisasi Pelayanan PP PERFI disertai telaah dokumen dari berbagai sumber. Hasil dari penelitian ini, baik komunikasi, sumber daya, disposisi, dan struktur birokrasi memiliki keterkaitan kuat satu sama lain sehingga berpengaruh pada kinerja implementasi kebijakan berupa jumlah kunjungan pasien dan ketercapaian indikator mutu. Komunikasi menjadi faktor utama dalam penelitian ini yang dilakukan dengan berbagai cara dan media sehingga menjadi sebuah komitmen agar terbentuknya kolaborasi antar SDM dan lintas sektor sesuai kebijakan yang berlaku. Saran yang direkomendasikan, yaitu untuk semakin meningkatkan kualitas pemberian layanan fisioterapi yang dititikberatkan pada penambahan SDM sebagai faktor penentu keberhasilan implementasi kebijakan. Diperlukan dukungan berupa peraturan atau regulasi turunan yang lebih spesifik, alur birokrasi secara jelas agar koordinasi dan peran andil antara PERFI dengan rumah sakit khususnya di tingkat manajemen, serta tenaga Fisioterapis yang juga memerlukan pemahaman tentang manajerial fisioterapi.

.....Physical therapy services as regulated in the Minister of Health Regulation Number 65 of 2015 concerning Physical Therapy Service Standards including service delivery, service management, and resources. This study aims to look at the implementation of physical therapy service policies during the COVID-19 pandemic at RSUP Persahabatan in 2020-2021 with Edward III's policy implementation to analyze. This qualitative research method used interviews with FGD techniques, and in-depth interviews, starting with physical therapists and the Medical Services Division of RSUP Persahabatan, until Standardization Services of PP PERFI Division accompanied by studies from various sources. The results of this study, show both communication, resources, disposition, and bureaucratic structure have a strong-relations with each other, which affects the performance of policy implementation in the form of the number of patient visits, and the achievement of quality indicators. Communication is the main factor in this research which is carried out in various ways and media to become a commitment to the formation of collaboration between human resources and across sectors according to applicable policies. The recommended suggestion is to improve further the quality of physical therapy service delivery, which focuses on increasing physical therapists as a determining factor for the success of policy implementation. Support is needed in the form of more specific derivative regulations, a clearly bureaucratic flow of the coordination and role of participation between PERFI and RSUP Persahabatan, especially at the

management level, as well as physical therapists who also need an understanding of managerial physical therapy.