

## Perbaikan manajerial menuju kemandirian di pavilyun Kartika RSPAD Gatot Soebroto

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### Abstrak

#### <b>ABSTRAK</b>

Kemandirian Rumah Sakit sangat penting dalam rangka mempertahankan perkembangan Rumah Sakit dengan kualitas pelayanan kesehatan yang baik disamping tetap menghasilkan Sisa Hasil Usaha yang bermanfaat bagi pengelola.

Kesulitan yang dihadapi Rumah Sakit Pavilyun Kartika RSPAD Gatot Soebroto sebagai sisi pelayanan swasta dilingkungan RSPAD Gatot Soebroto dengan kondisi krisis moneter yang terjadi tahun 1997 mengharuskan mencari terobosan intervensi baru dalam usaha menuju kemandiriannya.

Perlakuan berupa perubahan tarif rawat inap, realokasi jumlah tempat tidur, upaya pengendalian biaya dan reorganisasi SDM perawat di Unit Rawat inap di tahun 1997 belum diketahui efeknya.

Untuk mengetahui apa ada perbedaan antara kondisi awal (1996) dan pasca intervensi (akhir 1997) dan mendapat gambaran hasil intervensi dilakukan penelitian cross sectional dengan sumber informasi data sekunder berupa laporan-laporan, data primer peer group pimpinan dan karyawan

Hari rawat, BOR, BTO, TOI, Total Pendapatan, Total Biaya, SHU, LOS, CRR digunakan sebagai indikator dengan hasil tidak ada perbedaan antara tahun 1996 dan 1997.

Melalui penggantian tenaga perawat berpredikat Akper pada tenaga SPK yang pindah ke RSPAD Gatot Soebroto, kualitas pelayanan keperawatan tetap tinggi sedangkan efisiensi pelayanan meningkat.

Melalui usaha pengembangan corporate culture, pemahaman social revenue, cost effectiveness/cost containment dipertajam.

Melalui usaha pengembalian PNS RSPAD Gatot Soebroto tingkat subsidi dikurangi.

Disimpulkan krisis moneter pada tahun intervensi 1997 sebagai pemicu gerakan efisiensi dan konsolidasi kepegawaian, menghasilkan tingkat kemandirian yang meningkat dengan tetap mempertahankan tingkat pelayanan yang baik serta Sisa Hasil Usaha (SHU) tetap positif meskipun tingkat inflasi yang terjadi sekitar 50%.

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#### <hr><i><b>ABSTRACT</b></i>

Self sufficiency (Self Reliance) in Hospitals is very important within the frame work to maintain the development of the hospital, with excellent quality health services and still provide adequate profitability for

the owner.

The 1997 monetary crisis problems faced Paviliun Kartika Hospital RSPAD Gatot Soebroto as the business unit for RSPAD Gatot Soebroto, forced it to find new ways of intervention towards self sufficiency.

Interventions in the form of price changes in the hospital wards, reallocation of hospital beds, cost containment and reorganization of human resources in nurses in the hospital wards in 1997 were implemented with impact not yet known.

To ascertain whether there was a difference between the preintervention period (1996) and post-intervention period (end of 1997) and to obtain the intervention result, a cross sectional study was done based on information reports and peer group analysis.

Measures like bed days, BOR, TOI, Total Revenue, Total Cost, Net Profit , LOS, CRR are used as the indicators. The study found that there was no apparent difference between 1996 and 1997 indicators.

The quality of nurses services was maintained high and the efficiency of services was raised by adding more nurses with academic back ground.

Through the development of corporate culture, the understanding of social revenue and the cost effectiveness/cost containment were focused.

Through returning nurses paid by government back to the RSPAD Gatot Soebroto of level of subsidy was lowered.

The monetary crisis in 1997 intervention year had sparked the efficiency and person& consolidation resulting in the increase of self sufficiency and high level of health services and sufficient profit despite of 50% annual rate of inflation.</i>