

ABSTRACT

Efforts to Increase the Outpatient Visitation of Mojokerto Reksa Waluya Hospital through a Benchmarking Study with Kediri Baptis Hospital

The visitation rate of outpatients at Mojokerto Reksa Waluya Hospital (MRWH) was low and decreased even more, observed from the average 11 – 16 visits/day in 1999 until 2003. Viewed from the number of personnel, the ratio of doctors and patients were not balanced. From a Focus Group Discussion the cause of low visitation rate was revealed as: 1) not enough communication between hospital staff and patients; 2) no Standard Operating Procedure for outpatients; 3) expensive outpatient treatment; 4) lacking in marketing program from hospital to customer; and 5) less customer maintenance. The objective of this research was to formulate recommendations for MRWH management to increase the outpatient visitation through a Benchmarking study with Kediri Baptis Hospital (KBH) outpatient visitation.

This was an observational research conducted cross-sectionally from April until July 2005. The population consisted of provider and service-user (patient). The population from provider-side was 3 personnel from each hospital, while the population from patient-side was patients who attended the outpatient clinic of MRWH and KBH in 2003. The patient sample was taken by random sampling and Daniel formula, amounting to 97 patients from MRWH and 95 KBH patients.

The result showed that: 1) there was a difference in strategy but similar in vision, mission, and objective between MRWH and KBH; 2) the human resource management policy of MRWH should be reviewed; 3) means and outpatient facilities at MRWH needed to be completed yielding to customer's need; 4) outpatient tariff determination pattern at MRWH was better than at KBH; 5) the outpatient service process, according to RATER, at KBH was way better than at MRWH; 6) the communication of MRWH personnel to patients was less than KBH; and 7) outpatient innovative program at KBH was better than at MRWH.

The recommendations as the result of Benchmarking study with KBH were as follows: a) to execute a reward system; b) to gradually improve patient's satisfaction; c) to formulate and standardize service flowchart; and d) to provide permanent doctors.

Key words: benchmarking, visitation rate, outpatient