

## ABSTRAK

Unit rawat inap Rumah Sakit Umum Bhakti Rahayu Surabaya sebagai salah satu *potential revenue center* bagi rumah sakit diharapkan dapat mampu mendukung peningkatan pendapatan rumah sakit. Namun, masih banyak terdapat masalah seperti penurunan angka BOR setiap tahunnya dan masih banyaknya keluhan dari pasien yang ditujukan terhadap pihak manajemen melalui kotak keluhan rumah sakit. Penelitian ini bertujuan untuk menyusun rekomendasi dalam upaya peningkatan mutu pelayanan rawat inap di Rumah Sakit Umum Bhakti Rahayu Surabaya berdasarkan *planning matrix*.

Penelitian dilaksanakan di ruang rawat inap Rumah Sakit Umum Bhakti Rahayu Surabaya dengan rancangan penelitian deskriptif dengan pendekatan waktu *cross sectional* terhadap 80 responden yang mewakili pasien rawat inap yang diambil dengan metode *simple random sampling*. Pengumpulan data menggunakan kuesioner yang dibagikan kepada responden dengan menggunakan variable yang terdiri dari karakteristik individu, tingkat kepentingan responden, kepuasan responden. Dalam *planning matrix* terdiri dari *importance to customer*, *customer satisfaction performance*, *goal*, *improvement ratio*, *sales point*, *raw weight*, *normalized raw weight*, dan *cummulative raw weight*. Analisis data dilakukan secara kuantitatif yang disajikan dalam bentuk tabel kemudian disusun dalam tabel *completed planning matrix*. Pengolahan data dan informasi menghasilkan isu strategis yang digunakan sebagai landasan dalam upaya penyusunan rekomendasi dalam peningkatan mutu pelayanan rawat inap di Rumah Sakit Umum Bhakti Rahayu Surabaya.

Hasil penelitian menunjukkan bahwa pelayanan rawat inap Rumah Sakit Umum Bhakti Rahayu Surabaya dengan nilai *Normalized Raw Weight* sebesar 6,92 yang artinya belum memenuhi standar pelayanan yang baik sehingga pelaksanaan pelayanan tersebut perlu upaya perbaikan dan peningkatan pelayanan terutama pada aspek fisik dan sumberdaya manusia, dimana hal tersebut merupakan prioritas kebutuhan pasien. Terdapat 16 rekomendasi dari tujuh atribut pelayanan rawat inap yang disusun berdasarkan hasil temuan penelitian.

Kesimpulan penelitian menunjukkan bahwa untuk meningkatkan mutu pelayanan rawat inap dengan memfokuskan pada perbaikan serta peningkatan kualitas internal yaitu pada aspek fisik ruang rawat inap serta sumberdaya manusia.

**Kata Kunci:** BOR, *Planning matrix*, Unit Rawat Inap.

## **ABSTRACT**

Inpatient unit of Bhakti Rahayu Hospital as one potential revenue center for the hospital expected to be able to support an increase the income of the hospital. However, there are still many problems such as decrease BOR every year and complaints from patients who directed against the management through the hospital's complaint box. This research aims to draft recommendations in order to increase the quality of inpatient services care in Bhakti Rahayu Hospital based on planning matrix.

This research was in inpatient unit Bhakti Rahayu Hospital with an descriptive design cross sectional study of the 80 respondents who are representing inpatient hospitalization were taken by simple random sampling. Data was collected by using questionnaires distributed to respondents by used variable that consist of individual characteristics, level of interest of the respondent, the respondent satisfaction. In the planning matrix consists of importance to customer, customer satisfaction performance, goal, improvement ratio, sales point, raw weight, normalized raw weight, dan cumulative raw weight. Data analysed by quantitative methods presented in the tabular then arranged in the completed planning matrix table. Data and information processed by deliver strategic issues which used as a basis to optimize and improvement the inpatient services quality in Bhakti Rahayu Hospital.

The results showed that the normalized raw weight value was 6,92. It means that inpatient services quality has not met the standards of good service so that the service implementation need improvement and enhancement services primarily on aspects of the physical and human resources. There are sixteen recommendations from the seven of attributes that are compiled based in the results of the research findings.

The conclusions showed that to increase the quality of health care based on internal factors was very important. Physical aspects and human resources are the top priority to fix up. The effort to increase quality of the inpatient unit in Bhakti Rahayu Hospital is through added maintained and increase service quality account the Inpatient Unit Bhakti Rahayu Surabaya resources.

**Keywords:** BOR, Planning Matrix, Inpatient Unit.