

ABSTRACT

**An Improvement Effort of Non-Financial Performance of Inpatient
Installation of Muji Rahayu Hospital, Surabaya Based on the 3 Balanced
Scorecard Perspectives**

The problem which became the background of this research was the decrease of BOR of Muji Rahayu Hospital Surabaya since 2016 up to 2018 with an average of 50% below the ideal standard of the 2011 Technical Guidelines of Hospital Information System. The decrease of BOR was one of indicators of hospital performance. The decreased BOR in the hospital was caused by several factors. The aim of this research was to arrange an improvement effort of non-financial performance of inpatient installation of Muji Rahayu Hospital Surabaya based on the 3 balance scorecard perspectives. This research was a qualitative research with cross sectional design and descriptive approach. The participants of this research were the staffs and patients of Muji Rahayu Hospital Surabaya. The result of this study showed that learning and growth perspective had not met the standards on the number of nursing human resources (21 nurses), because it was not in accordance with the standards of Health Minister Regulation number 56 of 2014 concerning licensing and classification of hospitals. Internal business perspective consisted of quality service with sub variabel physical aspect was good (20,9%), reliability was good (20,7%), personal interaction dokter was less (17,5%), personal interaction perawat was good (21,3%), problem solving dokter was less (18,2%), problem solving perawat was good (21,8%), dan policy was less (17,7%). Service innovation was good and bed usage efficiency was in accordance (BOR 66,9%) with the standards of Health Minister Regulation number 129 of 2008. Customer perspective consisted of patients' satisfaction was good (14,1%). Staff satisfaction on hygiene factor was good (93,1%) and motivation factor was good (94,8%). The result of analytical test showed that there was a significant effect between the quality of services are doctor personal Interaction ($p=0,000$, $b=0,319$), nurse problem solving ($p=0,003$, $b=0,218$), dan policy ($p=0,000$, $b=0,485$). Hospital management should do performance improvement on the perspective of learning and growth by increasing the number of human resources on nursing staff to the inpatient installation of Muji Rahayu Hospital Surabaya.

Keywords: Perspectives Learning and Growth, Perspectives Internal Process Business, Perspectives customers, Non Financial Performance, Hospital

ABSTRAK

Upaya Peningkatan Kinerja Non Keuangan Instalasi Rawat Inap Rumah Sakit Muji Rahayu Surabaya Berdasarkan 3 Perspektif *Balanced Scorecard*

Masalah yang menjadi latar belakang dalam penelitian ini adalah penurunan BOR Rumah Sakit Muji Rahayu Surabaya dari tahun 2016-2018 dengan rerata sebesar 50% masih dibawah standar ideal Juknis Sistem Informasi Rumah Sakit tahun 2011. Penurunan BOR merupakan salah satu indikator kinerja rumah sakit. BOR yang menurun di rumah sakit dapat disebabkan oleh berbagai faktor. Tujuan penelitian ini adalah menyusun upaya peningkatan kinerja non keuangan instalasi rawat inap Rumah Sakit Muji Rahayu Surabaya melalui 3 perspektif *balanced scorecard*. Penelitian ini merupakan penelitian kuantitatif dengan menggunakan rancangan *crosssectional*, dan pendekatan deskriptif. Responden dalam penelitian ini adalah karyawan dan pasien Rumah Sakit Muji Rahayu Surabaya. Hasil menunjukkan bahwa kinerja non keuangan dalam perspektif pembelajaran dan pertumbuhan belum memenuhi standar pada jumlah sumber daya manusia keperawatan (21 perawat), karena tidak sesuai dengan standar Peraturan Menteri Kesehatan nomor 56 tahun 2014 tentang perizinan dan klasifikasi rumah sakit. Perspektif proses bisnis internal terdiri dari kualitas pelayanan baik dengan sub variabel *physical aspect* baik (20,9%), *reliability* baik (20,7%), *personal interaction* dokter kurang (17,5%), *personal interaction* perawat baik (21,3%), *problem solving* dokter kurang (18,2%), *problem solving* perawat baik (21,8%), dan *policy* kurang (17,7%). Inovasi pelayanan baik dan efisiensi penggunaan tempat tidur sesuai (BOR 66,9%) dengan standar keputusan Menteri Kesehatan nomor 129 tahun 2008. Perspektif pelanggan yang terdiri dari kepuasan pasien baik (14,1%). Kepuasan karyawan pada *hygiene factor* baik (93,1%) dan *motivation factor* baik (94,8%). Hasil uji analitik menunjukkan bahwa sub variabel kualitas pelayanan yang berpengaruh adalah *Personal Interaction dokter* ($p=0,000$, $b=0,319$), *problem solving perawat* ($p=0,003$, $b=0,218$), dan *policy* ($p=0,000$, $b=0,485$). Manajemen Rumah sakit perlu melakukan peningkatan kinerja pada perspektif pembelajaran dan pertumbuhan dengan menambah jumlah sumber daya manusia tenaga keperawatan di instalasi rawat inap Rumah Sakit Muji Rahayu Surabaya.

Kata Kunci: Perspektif Pembelajaran dan pertumbuhan, Perspektif Proses Bisnis Internal, Perspektif Pelanggan Kinerja Non Keuangan, Rumah Sakit