

Evaluasi kinerja instalasi gawat darurat rumah sakit Atmajaya berdasarkan analisis balanced scorecard

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Abstrak

Rumah Sakit Atma Jaya tidak mempunyai suatu bentuk penilaian kinerja yang komprehensif dan data Rumah Sakit Atma Jaya menunjukkan bahwa 75% pasien Instalasi Rawat Inap berasal dari Instalasi Gawat Darurat, untuk menjadikan Instalasi Gawat Darurat sebagai andalan Rumah Sakit Atma Jaya maka Instalasi Gawat Darurat Rumah Sakit Atma Jaya perlu dievaluasi kinerjanya yang selanjutnya menjadi bahan masukan bagi Rumah Sakit Atma Jaya dengan memakai pendekatan balance scorecard maka kinerja Instalasi Gawat Darurat dapat dievaluasi dari komitmen dan kepuasan kerja sumber daya manusia di Instalasi Gawat Darurat, pelayanan pasien di Instalasi Gawat Darurat, kepuasan pasien di Instalasi Gawat Darurat dan kinerja keuangan Instalasi Gawat Darurat. Penelitian ini dilakukan secara deskriptif kualitatif dan kuantitatif dengan responden sebanyak 23 orang sumber daya manusia di Instalasi Gawat Darurat, 288 orang pasien yang datang berobat di Instalasi Gawat Darurat selama bulan Mei tahun 2002 yang dipilih secara random. Alat penelitian yang digunakan yaitu : wawancara mendalam, kuesioner, dan check list. Data yang dikumpulkan dianalisa secara deskriptif kualitatif dan kuantitatif. Hasil penelitian menunjukkan bahwa indikator sumber daya manusia di Instalasi Gawat Darurat belum baik yaitu mereka tidak puas dan tidak komitmen terhadap Instalasi Gawat Darurat. Akibat dari indikator sumber daya manusia yang belum baik tersebut mempengaruhi proses pelayanan pasien di Instalasi Gawat Darurat. Indikator proses pelayanan yang belum baik tersebut mempengaruhi proses kepuasan pasien Instalasi Gawat Darurat terutama terhadap waktu tunggu rawat dan pelayanan dokter. Pasien yang tidak puas terhadap pelayanan yang diterima di Instalasi Gawat Darurat memberi dampak kurang baik terhadap pemasukan keuangan Instalasi Gawat Darurat ke rumah sakit sehingga rumah sakit tidak mampu memberi subsidi sebesar yang diharapkan sumber daya manusia di Instalasi Gawat Darurat. Hendaknya Direktur Rumah Sakit Atma Jaya menggunakan hasil penelitian ini sebagai dasar penilaian kinerja selanjutnya dan meninjau ulang kebijakan yang ada untuk meningkatkan kinerja di rumah sakit.

Performance Evaluation of Emergency Department at Atma Jaya Hospital in May 2002 Atma Jaya hospital doesn't have the comprehensive performance evaluation. There are 75% patients of in patient department come from emergency department, therefore emergency department need to become Atma Jaya hospital priority for performance evaluation then it will become an input in Atma Jaya hospital strategic planning. By using balanced scorecard approach, the performance of emergency department can be evaluated through its commitment and the work satisfaction of human resource in the emergency department, the process of patient service in the emergency department, the satisfaction of the emergency department's patient, and the performance of the financial of the emergency department. This research was carried out by qualitative and quantitative descriptive, by using 23 respondents? human resources of emergency department, 288 patients who came to be cared in the emergency department during May 2002. The research was done by in depth interview, questioner, and checklist. The collected data were analyzed by qualitative and quantitative descriptive. The result of the

research shows that human resource indicator in emergency department is not so good i.e. they are not satisfied and they do not commit to emergency department. The effect of that not so good human resource indicator influences the patient's service process to the patient in emergency department. That not so good service process indicator influences the satisfaction of the emergency department's patient. The unsatisfaction of emergency department's patients especially about waiting time of care and the doctor's services. The unsatisfied patients to the service in emergency department causes not so good effects to the emergency department's earning to the hospital, so the hospital can not give subsidy as much as subsidy hoped by the human resource of emergency department. Atma Jaya Hospital can use this research to be hospital foundation for next becoming performance evaluation, and Board of Director must observe at a distance about Atma Jaya Hospital policy that uses to raise performance of emergency department.