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PERFORMANCE MEASUREMENT ANALYSIS OF MOTHER AND CHILD SERVICES WITH THE BSC METHOD (Balanced Scorecard) CENTERED ON CONSUMER PERSPECTIVE

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Backgrounds: Measurement of MCH performance in hospitals is a common thing that must be done every certain period which is the responsibility of managers to control health services considering that hospitals are public services so that their performance is important to measure. Objective: The general objective of this study is to analyze the performance measurement of MCH services with BSC in Mokoyurli Hospital, Buol district.

Method: This type of research is qualitative research with a case study design. The research subjects were 38 people who were divided into 30 questionnaire respondents and 8 interview respondents representing each perspective. Data analysis was carried out comparatively and using triangulation of sources and methods.

Results: Based on the results from a financial perspective, there are 2 KPIs that have been achieved and 1 has not been achieved with an average score of 67%. From the consumer perspective, there are 3 KPIs and all three are achieved with an average score of 100% including the Customer Acquisition indicator of 42.20%, Customer Retention of 73.01%, and customer satisfaction obtained a total score of 1644 for 5 dimensions and 83.3% are in good criteria. Several factors that influence the consumer's perspective are the number of patient visits, excellent service to maintain and ensure the 5 dimensions of customer satisfaction. From the internal business process perspective, there are 4 KPIs achieved and 1 has not been achieved with an average score of 80% then in the growth and learning perspective there are 2 KPIs and both were achieved with an average score of 100%.

Conclusion: The MCH performance of Mokoyurli General Hospital in the overall perspective has an average value of 85% where the 13 indicators of the measuring instrument used there are 2

indicators that have not been achieved.

INTRODUCTION

Performance symbolizes something that is achieved by the organization in its entirety over a certain period

ABSTRACT

of time. Performance is also a result or achievement that is influenced by the functional activities of the organization in using various assets owned by the organization itself (Aprizal, 2018).

Today, measuring the performance of organizations or companies, both business and non-business oriented, is a factor that supports management. Where managers measure and compare the results obtained with the strategies that have been planned before (Antari, 2016). Likewise, for government or private Hospital (RS) organizations, performance appraisal activities are the responsibility of managers to control increasingly open health service services so that they can survive in the competition of health service providers (Dzikirin, 2016).

Based on Law Number 44 of 2009, Hospitals (RS) are health service institutions for the community that are influenced by developments in health science, technological progress, and the socioeconomic life of the people who must continue to be able to improve services that are of a higher quality and are affordable to the community so that they are realized. highest degree of health (Menteri Hukum dan HAM RI, 2009). According to Kotler (Amelia, 2016),

customer satisfaction involves a person's emotions of happiness or disappointment resulting from an assessment between each individual's impression of the resulting performance and expectations.

One important indicator in measuring the performance of Mokoyurli Hospital in Buol district is achieving *itgoal oroutcome*. Apart from financial indicators, there are also nonfinancial indicators related to service and customer satisfaction. In this study, performance measurement at the Mokoyurli Hospital in Buol district was focused on maternal and child health (MCH) services. Considering that reducing maternal, infant and child mortality rates is the goal of every health service provider, especially the local government. MCH is one of Indonesia's main priorities in health development. One of the objectives of the MCH program is to reduce maternal and child mortality and morbidity by ensuring the quality of care and continuity of maternal and perinatal health services in various basic and referral services (Sisitiarini C, 2014). The maternal mortality rate (MMR) is a measure of health services, the lower the maternal mortality rate, the better the health services (Ernawati, 2019). Likewise, if the mortality rate is still high, it means that health services are still weak or the facilities are inadequate so that the MCH program is not effective (Simbolon, 2013).

The performance of MCH services is very important to assess because it includes basic medical services that are mandatory in hospitals. Given the current situation, it shows that various MCH health problems in Indonesia are still a concern⁸. This can be seen in the infant mortality rate (IMR) and maternal mortality (MMR)

which are still above the MDGs target (MDGS indonesia, 2020).

Based on data from the Buol district Health Office which includes MCH services including: in 2017 the Maternal Mortality Rate was 177 per 100,000 live births, the Neonatal Mortality Rate was 10.6 per 1000 live births, and the Infant Mortality Rate was 14.8 per 1000 live birth. In 2018, the Maternal Mortality Rate was 122.8 per 100,000 live births, the Neonatal Mortality Rate was 13.2 per 1000 live births, and the Infant Mortality Rate was 18.7 per 1000 live births. In 2019, the Maternal Mortality Rate was 245.6 per 100,000 live births, the Neonatal Mortality Rate was 10.7 per 1000 live births, and the Infant Mortality Rate was 15.7 per 1000 live births. In 2020, the Maternal Mortality Rate is 124.3 per 100,000 live births, the Neonatal Mortality Rate is 9.6 per 1000 live births, and the Infant Mortality Rate is 11.4 per 1000 live births. Maternal mortality surveillance data at the Mokoyurli Hospital in Buol district is influenced by various death factors, namely *Like hair, TB hair, Abortion, bleeding, and delays in the ambulance when referring to Mokoyurli Hospital* (Dinkes Boul, 2020).

In analyzing the performance of Mokoyurli Hospital in Buol district, especially in MCH services as a whole, then a performance evaluation system is needed that can measure results accurately and comprehensively. The assessment can be done with the BSC method. Performance measurement with the BSC found by Kaplan & Norton consists of four perspectives that create a balance of financial and nonfinancial measures to produce a *Balanced Scorecard* (Kaplan RS, 1996).

Based on this background, researchers are interested in performance measurement analysis by looking at the performance of Mokoyurli Hospital in Buol district in achieving its vision and mission using the BSC method which examines financial and non-financial aspects. RSUD Mokoyurli is not yet the only type C hospital with plenary level pass accreditation status located in the Buol district center. There are various factors that cause maternal death, such as: *Like hair, TB hair, Abortion, bleeding, and delays in the ambulance when referring to the Mokoyurli Hospital from the Buol District Health Office* are supporting data for this study.

METHODS

This type of research is descriptive qualitative research with a case study design (*Case Study*). The research location was carried out at the Mokoyurli Hospital in Buol district which focused on Obstetrics and Gynecology Polyclinic. The time of the research was conducted in January-March 2021. There were 38 research subjects divided into 30 questionnaire respondents and 8 interview respondents representing each perspective with details of 1 polyclinic

head *Obsgynas* a key informant, 1 member of the polyclinic *Obsgyn*, 1 Head of Inpatient Section, 1 Head of Outpatient Section, 1 Finance Employee, 1 Medical Record Employee, 2 Personnel/HR Employees and 30 customers who have accessed MCH services at Mokoyurli Hospital taken by technique *purposive sampling*. The research instrument used a questionnaire sheet via *Google form* and an interview guide. Data collection techniques were carried out by filling out questionnaires and in-depth interviews (*Indepth Interview*) together with informants became the primary data source of this research. While secondary data is supported from several data in hospitals in the form of LAKIP RS (Accountability

Report on Government Agency Performance), Hospital Profile Data, List of KPIs data *Balanced Scorecard* compiled by researchers, Data on indicators of hospital services and Recapitulation of Maternal and Child Mortality Rates from the Buol District Health Office. Data analysis was carried out comparatively (comparison) and the triangulation used was sources and methods.

RESULT

The financial perspective relates to the hospital's ability to manage its finances to carry out all operational activities and the sustainability of the hospital. Performance appraisal from a financial perspective in this study uses 3 measuring instruments (KPIs), namely: Revenue Growth, Cost Changes, *Return on Investment*. The average value of the financial perspective is 67% with good criteria. There are 1 KPIs that have less criteria, namely income growth.

Table 1. Results of Measuring the Financial Perspective of MCH Services at Mokoyurli Hospital in 2019-2020

Perspective	KPIs	Criteria	Score	Total score (a)	Amount KPIs (b)	Rta-Rata (K=a/bx100)
Financial	Income Growth	Less	-1	2	3	67%
	Fee Changes					
	Return On Investment					

Based on **Table 1**, Measuring the performance of the financial perspective is given a score of 1 if it has good criteria and is given a score of -1 if it has less criteria. The average value obtained for this perspective is 67%. Several factors contributed to this, namely the decline in MCH service revenue in 2020, the number of patient visits not as

many as the previous year and the situation of the hospital facing the Covid-19 pandemic. The consumer perspective relates to the ability of hospitals, especially MCH services, in attracting patients for treatment and accessing services, as well as maintaining patient loyalty by prioritizing patient satisfaction. The 3 measuring instruments (KPIs) used are: Acquisition, Retention, and

Customer Satisfaction. The average value of Customer Acquisition is analyzed through the consumer perspective of 100% is good. data on the number of new and old patient The results of the performance

measurement visits in a certain period. Customer analysis in detail from this perspective are in acquisition is processed by the formula: accordance with the KPIs, namely:

Table 2. Acquisition of KIA Service Customers at Mokoyurli Hospital, Buol Regency for 2019-2020

KPIs results(%)	Total 2019 MCH Patients	Total 2020 MCH Patients	Total 2019 + 2020	KPI Criteria
Customer Acquisition	5.551	4.053	9604	42,20% Good (+)

Based on **Table 2**, Measuring performance from a consumer perspective using customer acquisition in terms of data on the number of patient visits specifically for MCH services at Mokoyurli Hospital from 2019 to 2020. Customer acquisition is considered good if the measurement results are positive (+) and vice versa. The results obtained from the Customer Acquisition indicator of 42.20% have good criteria, which means that Mokoyurli Hospital's MCH Services can attract new customers from 2019 to 2020 of 42.20% by implementing excellent service for each patient and prioritizing patients who have emergency conditions such as patients with serious illness. This is what is applied to instill its image in the local community by the poly obsgyn of Mokoyurli Hospital so that it can attract new customers for MCH services. In addition, this strategy also helps during the Covid-19 pandemic because the treatment given to patients remains according to health protocols, starting from a safe queue to an

examination room that uses plastic barriers and personal protective equipment (PPE) used by the poly obsgyn team at Mokoyurli Hospital. This is in accordance with what AA informant said as follows:

"...In this case, so far we have provided services at the obstetrics polyclinic, namely by providing maximum service or excellent service so that our patients are satisfied with it. Then at the obstetric polyclinic, there are various conditions of patients who come such as patients with healthy pregnancies, and there are patients with tumor/cyst statures, as well as patients who have had surgery or given birth normally. We give priority to patients who have urgent conditions such as patients who have small babies at home or who are breastfeeding and emergency patients compared to healthy patients. In this case, we apologized in advance to other patients who were waiting with non-emergency status and we received good responses from various patients, both from guardians and the patient's family. Then, we also implement health protocols during a pandemic so that patients remain safe and comfortable."(Informant AA, 54 years).

Customer retention is analyzed through data on the number of new and old patient visits in a certain period. Customer Retention is processed by the formula:

Table 3. Retention of KIA Service Customers at Mokoyurli Hospital, Buol District, 2019-2020

KPIs	Total 2019 MCH Patients	Total 2020 MCH Patients	Total 2019 + 2020	KPIs Results (%)	Criteria
Customer Retention	5.551	4.053	9.604	73,01%	Good (+)

Based on Table 3, Measurement of performance from a consumer perspective with a customer retention measurement tool which is also reviewed from data on the number of patient visits specifically for MCH services at Mokoyurli Hospital from 2019 to 2020. Customer retention is rated as good if the measurement results are positive (+) and vice versa. The results obtained from the Customer Retention indicator of 73.01% have good criteria, which means that MCH services at Mokoyurli Hospital can maintain the loyalty of patients who access MCH services in the last 2 years, namely 2019 and 2020. MCH services continue to implement excellent service for all patients, both new and old so that it creates a sense of trust for the local community. In addition, MCH services also pay attention to patient requests when carrying out pregnancy consultations to support the services or products provided to patients. This is in accordance with what AA and WI informants said as follows:

"... We from the obstetric polyclinic first look at the patient's request during service or patient consultation to us, then we submit it to the hospital management to follow up this, if from our previous experience related to weighing equipment and ultrasound to support pregnancy checks, now these facilities have

complemented the services at this obstetrics polyclinic" (Informant AA, 54 years). "...The strategy for MCH services at this hospital, especially in the inpatient department itself, is to gain the loyalty of our patients, we guarantee the cleanliness of each room, such as rooms for mothers and babies, we also pay attention to the needs of patients, such as comfortable rooms and nutritious food. " (Informant WI, 45 years).

Customer satisfaction as a measuring tool in the consumer perspective is assessed through 5 dimensions, namely Reliability, Direct Evidence, Responsiveness, Empathy and Assurance. This measurement uses a questionnaire via *Google Form* which is circulated via the internet to be accessed by patients or patient guardians who have had treatment at Mokoyurli Hospital, especially MCH services. The results of customer satisfaction are taken from the recapitulation of the questionnaire in *Google Form* with a total of 30 respondents as follows:

Based on Tables 4 and 5, The consumer perspective indicator with a customer satisfaction measurement tool taken from the results of a questionnaire via *Google form* as many as 30 respondents who filled out the survey and consisted of 14 combined questions had results with good criteria of 83.3%. When viewed from various dimensions of customer satisfaction specifically for MCH services at Mokoyurli

Hospital in 2020 it is analyzed by means of 5 criterion intervals (table 3.8), namely Very Good 1768-2104, Good 1431-1767, Fairly Good 1094-1430, Poor 757-1093, Very Good Not Good 420-756. The results obtained from the Customer Satisfaction indicator from 5 dimensions amounted to 1644 with good

criteria, which means that the MCH services at Mokoyurli Hospital can guarantee patient satisfaction in terms of the 5 dimensions. The dimension with the highest score is Direct Evidence with a total score of 493 consisting of 4 questions, namely questions 11,12,13,14 on the questionnaire.

Table 4. Customer Satisfaction Criteria

Criteria	Class Intervals
Very good	1768-2104
Good	1431-1767
Pretty good	1094-1430
Not good	757-1093
Very Not Good	420-756

Table 5. Customer Satisfaction of MCH Services at Mokoyurli Hospital, Buol Regency in 2020

KPIs	No	5 Dimensions	Score each dimension	Total 5dimensionalCriteria score		Overall %
Customer Satisfaction (G-Form)	1	Direct evidence	493	1644	Good	SB 13,3%
	2	Reliability	236			B 83,3%
	3	responsiveness	342			CB 3,3%
	4	Guarantee	346			KB 0%
	5	Empathy	227			ETC 0%

Based on **Table 6**, The consumer perspective indicator is given a score of 1 if it has good criteria and is given a score of -1 if it has less criteria. The average value obtained is 100%. Several influencing factors are the MCH services at Mokoyurli Hospital, ensuring the cleanliness of the room for each patient and paying attention to their every need by facilitating a comfortable room and nutritious food for the patient. This is in accordance with what the WI informant said as follows:

"The MCH service strategy at this hospital, especially in the inpatient department itself, is sure to gain the loyalty of our patients, we guarantee the cleanliness of every room likeroom for mothers and babies, we also pay attention to the needs of patients such as comfortable rooms and nutritious food" (Informant WI, 45 years).

The internal business process perspective relates to services in the form of products or services provided by

hospitals to patients, especially in MCH services. the average value of 80% is good criteria. There are 5 KPIs used, namely BOR, ALOS, TOI, NDR, and GDR. The ALOS indicator has poor

criteria, while the other 4 KPIs have good criteria and meet the Ministry of Health standards.

Table 6. Results of Measuring the Consumer Perspective of MCH Services at Mokoyurli Hospital in 2019-2020

Perspective	KPIs	Criteria	Score	Total score (a)	Number of KPIs (b)	Rata-Rata (K=a/bx100)
Consumer	Customer Acquisition	Good	1	3	3	100%
	Customer Retention	Good	1			
	Customer satisfaction	Good	1			

Table 7. Results of Internal Business Process Perspective Measuring MCH Services Mokoyurli Hospital 2019-2020

Perspective	KPIs	Criteria	Award score	Total score (a)	Number of KPIs (b)	Rata-Rata (K=a/bx100)
Internal Business Process	There is	Less	1	4	5	80%
	ALOS	Good	-1			
	YOU	Good	1			
	Ed	Good	1			
	GDR	Good	1			

Based on **Table 7**, Internal business process perspective performance measurement is given a score of 1 if it has good criteria and vice versa. The average value obtained for this perspective is 80%. Several factors influenced BOR, namely the lack of requests or visits by patients accessing services during a pandemic. ALOS is affected by several beds being diverted for Covid-19 patients, BPJS patients claim for 3 days at the hospital, preventing long queues for new patients. TOI is influenced by excellent service and maintaining the image of the hospital so that people continue to

access services by implementing health protocols. NDR and GDR are affected by patients with emergency conditions whose homes are far from the hospital requiring a long time to be referred, the hospital is able to reduce mortality through the trainings held.

The growth and learning perspective is related to the hospital's ability to provide infrastructure that supports its goals and to pay attention to things that can reduce the image of Mokoyurli Hospital by preparing trained human resources. The average value of 100% is good criteria. This perspective uses 2 measurement tools, namely employees and training.

Table 8. Results of Measurement Perspective of Growth and Learning for MCH Services at Mokoyurli Hospital in 2019-2020

Perspective	KPIs	Criteria	Score	Total score (a)	Number of KPIs (b)	Rata-Rata (K=a/bx100)
Growth and Learning	Staff Training	Good	1	2	2	100%
	Training program	Good	1			

Based on **Table 8**, Indicators of growth and learning perspectives are given a score of 1 if it has good criteria and is given a score of -1 if it has poor criteria. The average value obtained is 100%. Several influencing factors, namely the human resources for MCH services at Mokoyurli Hospital were sufficient and fulfilled according to standards. There were 23 training courses from 2019 to 2020 and all hospital employees are

required to attend 20 hours of training per year.

DISCUSSION

Measuring the performance of MCH services at Mokoyurli Hospital using the BSC is included in the category *pure nonprofit oriented* namely providing services for welfare purposes because the source of funds comes from local governments. The BSC model in government hospitals is as follows:

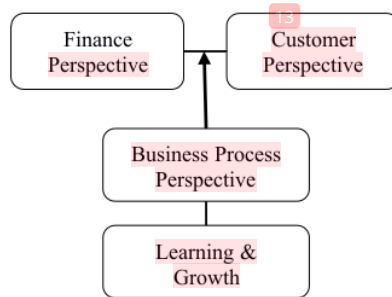


Figure 2. BSC Model for Public Hospital Setting

Based on **Figure 1**. The BSC implementation model in government-owned hospitals is category-oriented *pure nonprofit* seen from each perspective BSC has a relationship. This also applies to Mokoyurli Hospital as the only hospital belonging to the Buol district. Starting from growth and learning if employees are sufficient and each HR increases competence/skill them through the various trainings held, it will positively influence the results from the perspective of internal business processes related to the innovation process and the service operation process provided by the hospital. Furthermore, good service quality influences the first 2 things from the consumer perspective related to customer loyalty and satisfaction so that it is sustainable to increase hospital revenue and profits from a financial perspective. Therefore, stakeholder/local government satisfaction is created because the hospital can operate properly and guarantee the welfare of the local community (Niven, 2011).

Measuring the performance of KIA services uses the BSC as a measuring tool from a consumer perspective using 3 KPIs namely Acquisition, Retention and Customer Satisfaction. The average perspective of this is 100% (table 6) with good criteria. Mokoyurli Hospital has been able to attract new customers and maintain its customers for the last 2 years. Some of the factors that affect the high and low value of this perspective are the reduced number of MCH patient visits,

excellent service implemented to build the image of MCH services, comply with health protocols so as to gain public trust and the hospital guarantees the quality of services provided for customer satisfaction. The customer acquisition value obtained by Mokoyurli Hospital MCH services is in the good criteria of 42.20%. These results indicate that KIA services are able to attract new customers during 2019 to 2020. In Pradibta & Yaya's research especially on customer acquisition has unfavorable results. This is because the gradual referral system implemented for patients using BPJS health insurance affects the number of new patient visits at the hospital.

Therefore, the hospital needs to conduct an assessment so that the hospital can add customers new. Likewise, in Antari & Sudana's research show results Poor customer acquisition was also due to a decrease in customer visits in outpatient, inpatient, and supporting services such as laboratories and radiology. But in Lolo's research, an indicator of customer acquisition are in good criteria because they are able to increase the number of new customers at the hospital so that this research is in accordance with Lolo's research that customer acquisition values show that Mokoyurli Hospital's MCH services are able to attract new customers in the 2019-2020 period which are influenced by various factors such as prioritizing patients who have emergency conditions such as patients who have serious illnesses to instill

their image in the local community, during the Covid-19 pandemic the treatment provided for patients according to health protocols starting from a safe queue to the examination room that uses plastic barriers and personal protective equipment (PPE). The level of customer loyalty in this study is measured using one indicator, namely customer retention. The value obtained for MCH services at Mokoyurli Hospital from 2019 to 2020 was 73.01%. In retaining its customers, KIA's services are in good criteria. Several factors influence the value of customer loyalty, namely Mokoyurli Hospital being the only hospital located in the downtown district of Buol and the MCH service implementing a good image by prioritizing emergency patients and having serious illnesses as a form of excellent service provided to each patient so that patients feel confident to come for treatment. This research is also in accordance with the research conducted by Lolo and Wijaya where is the customer retention value (*customer retention*) has good results in retaining customers coming in every year. In addition, Sulisty & Gumilar states that customer loyalty is related with customer satisfaction because these indicators have an important role in the survival of hospitals which means retaining customers is related to increasing financial performance so this is the main reason for a hospital to pay attention to customer retention indicators. Therefore, the MCH services at Mokoyurli Hospital also pay attention to various patient requests when

carrying out pregnancy consultations to support the services or products provided to patients.

Based on the measurement of customer satisfaction for MCH services at Mokoyurli Hospital, the results obtained with good criteria were 83.3% through a questionnaire filled out by 30 respondents via *G-form* with a total of 14 questions divided into 5 dimensions. When viewed from various dimensions, namely direct evidence, reliability, responsiveness, assurance, empathy, a total score of 1644 is obtained which is also in good criteria. MCH services at Mokoyurli Hospital can guarantee patient satisfaction where the highest score is in the dimension of direct evidence (Table 9) with a total score of 493 compared to other dimensions. Parmita Research related customer satisfaction results obtained 75% which can be interpreted that the services provided by the hospital make up the majority of customers satisfied. Likewise in Lolo's research, satisfaction results Customers obtained are also in good condition. This is influenced by the speed and timeliness, the services provided, the facilities that are adequate and meet standards, as well as the various skills of nurses and doctors in caring for patients. This research is also in accordance with Parmita and Lolo where the measurement of customer satisfaction is analyzed through 5 dimensions and obtains the final results with good criteria. This shows that MCH services at Mokoyurli Hospital still

maintain the quality of their services even when the hospital is facing a pandemic *Covid-19*.

CONCLUSION

- a. The financial perspective has an average of 67% with good criteria. The 3 KPIs used are revenue growth, cost changes, ROI. There is 1 indicator with less criteria, namely revenue growth caused by MCH services experiencing a decrease in income, the number of patient visits is not as high as the previous year and the situation of the hospital is faced with the Covid-19 pandemic.
- b. The consumer perspective has an average of 100% with good criteria. The 3 KPIs used are customer acquisition, customer retention, customer satisfaction where the three indicators have good criteria. KIA services are able to attract and retain customers while still paying attention to customer satisfaction.
- c. The internal business process perspective has an average of 80% with good criteria. There are 5 KPIs used, namely BOR, ALOS, TOI, NDR, and GDR. The ALOS indicator still has poor criteria while the other 4 KPIs have good criteria and are in accordance with Ministry of Health standards.
- d. The growth and learning perspective have an average of 100% with good criteria. The 2 KPIs used are employees

and training/training programs. The 2 KPIs are in good criteria because the human resources for MCH services at Mokoyurli Hospital are sufficient and fulfilled according to standards. There were 23 trainings during 2019-2020 and all Mokoyurli Hospital employees are required to attend 20 hours of training per year.

- e. The overall performance measurement of MCH services at Mokoyurli Hospital in 2020 obtained an average of 85% and was in good criteria because K's position was in the range > 50-100%. As for some of the obstacles encountered during the research related to MCH services at Mokoyurli Hospital, namely the decreased number of patient visits, income from BPJS/Insurance patients was not separated for each polyclinic or service, there was *notelemedicine/* online services that support MCH services and training that will be carried out in 2020 only 1 training.

SUGGESTION

- a. Hospitals can implement performance measurement methods using *Balanced Scorecard* with 4 perspectives so that it can comprehensively assess financial and non-financial aspects.
- b. Hospitals should apply a productivity/activity ratio including the ratio of total asset turnover (*total asset*

turnover), fixed asset turnover ratio (*fixed asset turnover*), and inventory turnover ratio (*inventory turnover*) on its financial management so that it can measure the level of efficiency in using its assets to generate revenue in the future and classify income according to polyclinics or services available at Mokoyurli Hospital so that it makes it easier when determining policies.

- c. Apply *telemedicine*/online services to increase the number of MCH patient visits as well as make it easier for the public to access services during a pandemic *covid-*
- d. 19 through consultation *virtual Goodchat* nor *call/video conference* which hopes to attract new customers to generate hospital revenue.
- e. We recommend that the management of the hospital needs to increase training that is also management oriented.
- f. Overcoming various trainings that cannot be held, it is hoped that the hospital can change its training method from offline to via online (*online*).

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