

Workshop on Increasing the Efficiency and Effectiveness of Hospital Management by Calculating Unit Costs Based on Risk Management

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Abstract

In running a hospital business in the Era of National Health Insurance (JKN), efficient and effective business management efforts are required, the BPJS tariff application pattern which uses the INACBGS Tariff requires a form of quality control and cost control, the aim of this community service is to increase knowledge of management procedures. a more efficient and effective hospital based on Risk Management, the method used is to hold a workshop for 64 structural officials of RS X Surabaya to further improve services based on risk management which are managed effectively and efficiently. The workshops provided include material presentations and case studies. The modules provided at the workshop were improving effective and efficient management, Unit Cost and Risk Management, all participants were actively involved in the workshop activities. This workshop provides an additional increase in knowledge which is shown by an increase in the Pretest and Posttest scores with an increase of 25.3% from 62.9, while the Post Test has a mean value of 87.8 from the results of the significance value (2-tailed) in the table. Significance value (2- tailed) of example case this is 0.000 ($p < 0.05$). So that final Pre Test and Post Test results experience significant change (meaning). Based on statistics descriptive test start and test end proven by final test more tall. Can concluded *Workshops* increasing the efficiency and effectiveness of hospital management by calculating *Unit Cost* based on risk management increase knowledge participant.

Keywords: Effective , Efficient, Risk Management, Health Insurance (Health BPJS)

1. Pendahuluan

One indicator of the government's success in managing the country is the ability to provide welfare guarantees to the community (1). Meanwhile, guaranteeing welfare is reflected in fulfilling basic needs for good health services. This is clearly stated in the 1945 Constitution, article 34 paragraph 3, which explains that the state is obliged to provide adequate medical services for the Indonesian people(2) .

As an effort, the state formed a business entity that functions as the organizer of National Health Insurance and presents the Social Security Administering Body

(BPJS)(3). Health BPJS is divided into two groups; Health BPJS which focuses on providing medical treatment to the community, and BPJS Employment which takes care of employment matters in Indonesia. This article will discuss Health Insurance (Health BPJS)(4).

The implementation of Health BPJS has, in practice, changed the operational aspects of the hospital industry in Indonesia. Especially affecting the payment system to hospitals(5). If previously the patient had to pay the hospital a fee equal to the applicable rate at the hospital, and Health BPJS paid the patient's care and treatment costs to the hospital not based on the rate for the care and treatment given to the patient, but rather based on the patient's diagnosis on the basis of the rate. Indonesian Case Base Groups (INA CBGs)(6). So, if a patient is diagnosed with a certain disease, the hospital will receive payment from Health BPJS in the amount of the disease diagnosis rate based on the coding rates stated in the INA CBGs(7).

The conditions above show that if a hospital is not able to efficiently provide services to patients, then the increasing number of visits can result in a deficit or loss suffered by the hospital which will also be directly proportional. However, of course efficiency efforts must not ignore aspects of patient safety and the quality of health services must still be well maintained(6).

Hospital management takes care of all matters related to hospital operations. Hospitals need to meet several standard requirements in terms of the location where the hospital operates, buildings, facilities and infrastructure, human resources consisting of doctors, nurses and other medical personnel, pharmacy, and even the health equipment they own(8). Once again, efficiency is very important in maintaining hospital continuity. Without efficiency, it is very possible that the company, in this case the hospital, will experience losses(9). The worst impact is that income cannot cover operational costs, because tariffs or selling prices are not competitive, so that the health services offered are not accepted by the market(10).

Even though hospitals are non-profit social institutions, hospitals still need income to be able to run their operations. Hospitals also need to make a profit so they can develop health services(5). For example, to increase human resources, buy medical equipment with the latest technology, or also develop buildings that make patients more comfortable. Of course, being efficient alone is not enough, the work must be effective

too. Efficiency in hospital services must support the patient's treatment or recovery process(2).

Hospital X Surabaya has been working with Health BPJS since 2014, as one of the efforts to improve cost burden improvement, a workshop needs to be held to provide hospital business management based on risk management with management that has increased effective and efficient value.

The payment system for the JKN program in hospitals is using Indonesian-Case Based Groups (INA-CBG's) rates(11). The purpose of Case Base Groups (CBG) is a method of paying for patient care based on relatively similar diagnoses or cases. INA-CBG's approach will certainly have an impact on the hospital's daily accounting cycle, especially the revenue cycle. In the INA-CBG system, the hospital and Health BPJS have an agreement at the beginning regarding the rate for each disease diagnosis(4).

With this method, the Health BPJS burden becomes predictable, but for hospitals it can backfire if the costs incurred by the hospital are different from the Health BPJS claim calculations(12). The result of the difference in calculations between the actual costs incurred and the claims paid by BPJS is that it will cause a decrease in hospital income. In addition, payment for patient care claims is made by Health BPJS for a minimum period of once a month. In connection with submitting BPJS claims, the hospital accounting and verification department needs to know Health BPJS receivables information every month. Delays in information will cause a decline in the performance of the accounting and verification departments and apart from that, it can also cause moral hazard in the revenue cycle(13). This workshop aims to provide an understanding of how to increase hospital business productivity, then to reduce costs by calculating unit costs and effective and efficient business management (14).

2. Metode

This activity was carried out in June 2024 at the Surabaya Islamic Hospital, aimed at 64 structural officials at the Surabaya Islamic Hospital. The method used in implementation was an activity, namely a lecture to hold a workshop and followed by questions and answers regarding material on increasing productivity, increasing effectiveness and efficiency, risk management and unit costs. The workshop was equipped with an ice breaking game managed by drawing a pen and a questionnaire as a

pretest and posttest. data collection media and souvenirs as a memento of the activity.

The stages of implementing activities include:

1. Meeting with the Surabaya Islamic Hospital as a preliminary study.
2. Preparation of tools and materials including leaflets and questionnaires.
3. Implementation of community service activities:
 - a. Introduction and welcome
 - b. Explain the objectives of the workshop
 - c. Doing the pretest
 - d. Enter into a time contract
 - e. Ice Breaking
 - f. Presenting material
 - g. Questions and answers and discussion
 - h. Provide questionnaires
 - i. Give souvenirs
 - j. Post test
 - k. Closing

3. Hasil dan Diskusi



Figure 1. Fliyer Workshop on Increasing the Efficiency and Effectiveness of Hospital Management by Calculating Unit Costs Based on Risk Management



Figure 2. Opening of the Workshop by the Director of Surabaya Islamic Hospital

Figure 1 shows the flyer announcing this activity which was held at the Surabaya Islamic Hospital in the Tower meeting building, 12th floor on Wednesday 22 May 2024, the event was attended by 64 structural officials as participants. Figure 2 shows welcome the director of Surabaya Islamic Hospital gave the message that training this is very good For learned, so can used provisions in management business House based pain management risk with put forward effectiveness and efficiency



Figure 3. Presenter 1 Increasing the Efficiency and Effectiveness of Hospital Business Management

Hospital management often faces various problems in managing hospitals, such as low efficiency, lack of productivity, and high operational costs. Therefore, it is important to know how to manage a hospital to increase hospital efficiency and productivity. Hospital management can increase hospital efficiency and productivity by improving the quality of health services. The quality of health services is a very important factor in hospitals, because it can influence patient satisfaction and the hospital's reputation. In

improving the quality of health services, hospital management needs to pay attention to several factors, such as speed of service, accuracy of diagnosis, and good communication between doctors and patients. By improving the quality of health services, hospital management can increase hospital efficiency and productivity, as well as increase patient satisfaction.



Figure 4. Speaker 2 Increasing Work Productivity in Hospital Business Management



Figure 5. Participants in the Workshop on Increasing the Efficiency and Effectiveness of Hospital Management by Calculating Unit Costs Based on Risk Management

Hospital management can also improve business processes to increase hospital efficiency and productivity. One of the methods for improving business processes is with business process analysis (business process analysis). Business process analysis is a method used to analyze business processes and identify areas that can be improved or optimized. In doing business process analysis, management can identify inhibiting processes of efficiency and productivity, and take action to improve the process.

Knowledge in improving hospital efficiency and productivity is very important in providing good health services for the community. In this article, we have discussed five ways that hospital management can improve hospital efficiency and productivity, namely optimizing the use of technology, improving business processes, collaborating with providers and insurance, optimizing inventory management, and improving the quality of health services. By implementing these steps, it is hoped that hospital management can increase hospital efficiency and productivity, as well as provide better health services for patients.

Table 1. Characteristics Participants in the Workshop on Increasing the Efficiency and Effectiveness of Hospital Management by Calculating Unit Costs Based on Risk Management

No	Characteristics	Freq.	Percentage
Gender			
1	Man	23	36%
2	Woman	41	64%
Age Range			
1	< 35 Years	20	31%
3	35 - 50 Years	34	53%
4	> 50 Years	10	16%
Years of service			
1	< 10 Years	15	23%
2	10 - 20 Years	23	36%
3	> 20 Years	26	41%
	Total	64	100%

Following is the result data test initial point before Workshop and final test. This data consists from 10 normally distributed questions from 64 participants, as follows are pretest and posttest data.

Table 2. Pre Test and Post Test Results. Participants in the Workshop on Increasing the Efficiency and Effectiveness of Hospital Management by Calculating Unit Costs Based on Risk Management

No	Knowledge	<i>Pre Test</i>	<i>Post Test</i>
1	Definition Efficiency	60	83
2	Understanding effectiveness	67	89
3	Understanding Unit Cost	61	91
4	Understanding Management Risk	62	85
5	Utilization Health services	71	92
6	Understanding Fix Costs	56	86
7	Understanding Variable Cost	61	85
8	Benefits of Efficient Health Services Management	64	88

9	Tariff Calculation	65	87
10	Benefits of Effectiveness Management Service	62	92
	Average	62.9	87.8

Table 3. Paired Samples Statistics Pre Test and Post Test Participant

No	Paired Samples Statistics	Meann	Std. Deviation
1	Pre_test	62.910	4.12
2	Post_test	87.810	3.16

Table 3 Paired Samples Statistics show mark descriptive of each variable in the sample pair. Pre Test have mean value 62.9 from 10 data. Distribution of data (Std. Deviation) obtained is 4.12 while the Post Test has mean value 87.8 from 10 data. The data distribution (Std. Deviation) obtained was 3.16. This matter show test end on more data tall rather than testsbeginning. However range distribution of test data the end also becomes the more small matter This show exists enhancement knowledge related Increasing the Efficiency and Effectiveness of Hospital Management by Calculating Unit Costs Based on Risk Management in Management business House Sick following is results Paired Samples Correlations.

Table 4. Paired Samples Correlations Pre Test and Post Test Increasing Efficiency and Effectiveness of Hospital Management with Unit Cost Calculations Based on Risk Management

Test	n	Correlation	Sig.	sig 2 tailed
Pre_test & Post_test	10	0.527	0.116	0,000

Table 4 shows Paired Samples Correlations showing the correlation value which shows the relationship between the two variables in paired samples. This is obtained from the bivariate Pearson correlation coefficient (with a two-sided significance test) for each pair of variables entered. The Paired Samples Test table is the main table of output that shows the results of the tests carried out. This can be seen from the significance value (2-tailed) in the table. Significance value (2-tailed) of example case this is 0.000 ($p < 0.05$). So that final Pre Test and Post Test results experience significant change (meaning). Based on statistics descriptive test start and test end proven by final test more tall. Can concluded Workshops Increasing the Efficiency and Effectiveness of Hospital Management by Calculating Unit Costs Based on Risk Management increase knowledge participant.

4. Kesimpulan

The Workshop on Increasing the Efficiency and Effectiveness of Hospital Management by Calculating Unit Costs Based on Risk Management, which was attended by 64 structural officials of the Surabaya Islamic Hospital, was attended with enthusiasm and enthusiasm, all participants were actively involved in activities both in presenting discussion material and case studies. This activity has a positive impact on hospital business management, increasing participants' knowledge. This shows that the final test data is higher than the initial test. significance value (2-tailed) in the table. The significance value (2-tailed) for this case example is 0.000 ($p < 0.05$). So that the final Pre Test and Post Test results experienced significant (meaningful) changes. Based on descriptive statistics of the initial test and final test, it is proven that the final test is higher. It can be concluded that the Workshop on Increasing the Efficiency and Effectiveness of Hospital Management by Calculating Unit Costs Based on Risk Management increased participants' knowledge.

Ucapan Terima Kasih

This study is fully funded by the Institute of Research and Community Services (LPPM), Universitas Nahdlatul Ulama Surabaya under the contract No. 570.85/UNUSA-LPPM/Adm- I/IV/2024. Thanks to Ahmad Yani Surabaya Islamic Hospital for giving permission to conduct research.

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