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Original Research Article

# Analysis Performance of Hospital Based Criteria Malcolm Baldrige in RSUD Dr. Iskak Tulungagung Post-Determination of Accreditation Level Plenary

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## ABSTRACT

One of the most appropriate strategies in anticipating an increasingly open competition is through efforts to improve the quality of hospital. Criteria Malcolm Baldrige has focused on performance excellence. This research analyzed the hospital's performance after the stratification of the accreditation level based on the criteria of Malcolm Baldrige. The research design was observational descriptive with cross sectional approach. The sample of 44 respondents consists of structural and head of installation by using proportionate stratified random sampling technique. The results showed that leadership criteria (92.53%), strategic planning (96.31%), customers focus (96.03%), measurement, analysis and knowledge management (93.33%), workforce focus (87,15%), operations focus (94.75%), and results criteria (82.22%) were good. 7 criteria compared to the maximum points of Malcolm Baldrige is 887,54 included in the category as Word Leader. It means the performance of RSUD Dr. Iskak Tulungagung post-establishment of plenary accreditation based on Malcolm Baldrige was excellent.

**Keywords:** hospital performance, Malcolm Baldrige criteria, accreditation.

## INTRODUCTION

Hospital accreditation is one of the models of the external evaluation method quality of health care. The first hospital accreditation by the *American College of Surgeons* (ACS) in 1918, from 692 hospitals in the United States that are accredited only 89 who meet the standards. ACS then does accredit hospitals around the world to establish a *Joint Commission International* (JCI). At the world level formed *The International Society for Quality in Health Care* (ISQua) which aims to boost the quality and safety of health services.

Hospital Indonesia accredited *Joint Commission International* (JCI) in the first half of 2017 as many as 25 hospitals. While hospitals accredited hospital KARS as many as 1,377 of the 2,175 hospitals. In East Java hospitals that have been accredited as many as 179 of the 392 hospitals. RSUD Dr. Iskak

Tulungagung was the only government-owned hospitals Tulungagung type B education accredited plenary.

Based on observations on service activities RSUD Dr. Iskak Tulungagung still found the service by officers who have the appropriate Standard Operating Procedures (SOPs) which resulted in the complaints of the patient. The report results Minimum Service Standards (SPM) also cannot be achieved 100% on all service indicators, whereas the Minimum Service Standards (SPM) is the quality of basic services are entitled to be accepted by patients. 2016 achievement of MSS (MSS) amounted to 74.77%, only 67 indicators were achieved of 90 indicators.

Increasing number of private hospitals that have sprung up in Tulungagung accredited KARS as well as increasing public awareness of quality

health services, education level, rapid technological development, the Regional General Hospital Dr. Isaac Tulungagung required to always provide excellent service. As a local government hospital in order to compete with private hospitals, the Regional General Hospital Dr. Isaac Tulungagung optimally utilize market opportunities according to their ability to continue to implement a social function in order to remain the most preferred hospital in Tulungagung society.

Criteria *Malcolm Baldrige* have a focus on superior performance for the entire organization in a thorough managerial framework, identify and track all the results of the organization that is the customer, product or service, finance, human resources and organizational effectiveness. Quality measurement using Criteria *Malcolm Baldrige* benefit because it enables the organization conducts Self Assessments (*self-assessment*). Independent measurement based on the Baldrige Criteria can be performed on various types of good organization of business, nonprofit, education and health (Gazpers & Fontana, 2011).

According Gazpers and Fontana (2011), the reason for local organizations as well as world-class chose Criteria *Malcolm Baldrige* as a framework in their management systems, among others, were able to identify strengths and opportunities for improvement, management framework integrated include all the factors that are clear and measurable, focusing the performance requirements to achieve performance excellence is not just application procedures / tools / techniques, easy to adapt to the business environment, can be applied to organizations large and small, local organizations as well as world-class, and has proven to be a management practices globally valid for improve organizational performance excellence.

## METHOD

The research design used in the study was *cross-sectional*. The population is

all in addition to the Board of Directors structural RSUD Dr. Iskak Tulungagung. The sample size was 44 respondents using technique. *Proportionate stratified random sampling* Independent research variables are Leadership, Strategic Planning, Customer Focus or Patient, Measurement, Analysis and Knowledge Management, Workforce Focus, operation focus and results. Data was collected using a questionnaire, then the data were analyzed descriptively using a percentage that was then catagorized as good, enough and less.

## RESULTS

Table 1 shows the performance measurement results of RSUD Dr. Iskak Tulungagung uses 6 criteria Malcolm Baldrige as measured by questionnaires on 44 respondents. Percentage of value shows the performance picture obtained from the total value of the answer based ADLI (Approach, Deployment, Learning, Integration) compared to the maximum answer on the questionnaire. Performance is said to be good if the percentage value >75-100%, enough if the value is 55-75%, and less if the value is <55%.

Result of research got that performance of RSUD Dr. Iskak Tulungagung based on Malcolm Baldrige is good on all criteria, leadership criteria, strategic planning, customers focus, measurement, analysis and knowledge management, workforce focus, operations focus, and results criteria.

Measurements on the seventh criterion are the results using secondary data. The percentage of values shows the performance picture obtained from the total value of answers based on the presence or absence of current data criteria, trend data, improved performance results, evaluation and improvement, and benchmarking. Performance is said to be good if the percentage value >75-100%, enough if the value is 55-75%, and less if the value is <55%. Table 2 shows that the performance of RSUD Dr. Iskak Tulungagung based on Malcolm Baldrige criteria is good.

**Table 1:** Result of Hospital Performance Measurement Based on 6 Criteria of Malcolm Baldrige in Dr. Iskak Tulungagung Post-Accreditation Determination of Plenary Level

Malcolm Baldrige Criteria	Assessment						Total Value	Percentage Value
	Good		Enough		Less			
	n	%	n	%	n	%		
Leadership								
Senior leadership	38	86,36	5	11,36	1	2,28	1132	91,88
Governance and responsibility	40	90,91	0	0	4	9,09	328	93,18
Average								92,53
Strategic Planning								
Development strategy	40	90,91	4	8,09	0	0	507	96,02
Dissemination strategy	42	95,45	0	0	2	4,55	340	96,59
Average								96,31
Customers focus								
Market and customer knowledge	41	93,18	1	2,27	2	4,55	339	96,31
Relations and customer satisfaction	40	90,91	3	6,82	1	2,27	337	95,74
Average								96,03
Measurement, Analysis and knowledge management								
Measurement, analysis, and performance improvements organization	39	88,63	3	6,82	2	4,55	167	94,89
Management, information technology and knowledge	37	84,09	5	11,36	2	4,55	323	91,76
Average								93,33
Workforce Focus								
Labor involvement	23	52,27	11	25,00	10	22,73	547	77,70
Labor environment	41	93,18	0	0	3	6,82	170	96,59
Average								87,15
Operation Focus								
Design of working systems	42	95,46	1	2,27	1	2,27	341	96,88
Management and improvement of work processes	37	84,09	3	6,82	4	9,09	163	92,61
Average								94,75

**Table2** Results of Hospital Performance Measurement Based on Criteria of Malcolm Baldrige Results in Dr. Iskak Tulungagung Post-Accreditation Determination of Plenary Level

Malcolm Baldrige Criteria	Total Value	Percentage Value
Results		
Results of products and services	35	100
Results of customer focused	5	100
Market and financial results	14	93,33
Results of workforce	0	00,00
Results of process effectiveness	5	100
Results of leadership	5	100
Average		82,22

**Table3** Hospital Performance Based on Malcolm Baldrige Criteria in RSUD Dr. Iskak Tulungagung Post-Accreditation Determination of Plenary Level

No	Criteria	Percentage Value	Malcolm Baldrige	
			Maximum Points	Result Point
1	Leadership			110,91
a	Senior leadership	91,88	70	64,32
b	Governance and responsibility	93,18	50	46,59
2	Strategic Planning			81,88
a	Development strategy	96,02	40	38,41
b	Dissemination strategy	96,59	45	43,47
3	Customers focus			81,6
a	Market and customer knowledge	96,31	40	38,52
b	Relations and customer satisfaction	95,74	45	43,08
4	Measurement, Analysis and knowledge management			83,99
a	Measurement, analysis, and performance improvements organization	94,89	45	42,70
b	Management, information technology and knowledge	91,76	45	41,29
5	Workforce Focus			73,61
a	Labor involvement	77,70	45	34,97
b	Labor environment	96,59	40	38,64
6	Operation Focus			80,22
a	Design of working systems	96,88	35	33,91
b	Management and improvement of work processes	92,61	50	46,31
7	Results			375,33
a	Results of products and services	100	100	100
b	Results of customer focused	100	70	70
c	Market and financial results	93,33	70	65,33
d	Results of workforce	0	70	0
e	Results of process effectiveness	100	70	70
f	Results of leadership	100	70	70
Total			1000	887,54

To know the criteria of organization of RSUD Dr. Iskak Tulungagung Based on Malcolm Baldrige, the percentage value of 7 criteria that has been obtained before multiplied by maximum points Malcolm Baldrige so obtained Results Points as in table 3.

The performance of RSUD Dr. Iskak Tulungagung based on the maximum points of Malcolm Baldrige of 884.68, which entered in the range of 876 - 1000 that entered the criterion of World Leader, this means RSUD Dr. Iskak Tulungagung received an excellent performance title which means having high successes in competence and service, and is in a position to lead the health service sector.

## **DISCUSSION**

### **Leadership**

Referring to the research result that Malcolm Baldrige' leadership criteria at RSUD Dr. Iskak Tulungagung are good. This is in line with governance, leadership and hospital accreditation standards of the Hospital Accreditation Commission. Accreditation standards require Leaders to identify the mission of the organization and ensure that the resources required to achieve this mission are available. Leaders should work together well to coordinate and integrate all hospital activities, including activities designed to improve patient care and clinical care. Effective leadership helps to overcome perceived barriers and communication problems between work units and hospital services, and hospitals become more efficient and effective. Service becomes more integrated. In particular, the integration of all quality management and improvement activities throughout the organization to provide better outcomes for patients.

Head of RSUD Dr. Iskak Tulungagung has set the vision, mission, values of the hospital and has socialized to all employees to be a guide in the implementation of programs and activities. Leadership is committed to organizational values, ethics and legislation, encourages

employee knowledge enhancement, creates two-way communication with units, establishes cadre system or career path, and encourages innovation in every service.

Leadership is a process whereby a person or group of people plays an influence over another person, inspires, motivates and directs their activities to achieve goals or objectives. Effective leadership will enhance the organization's ability and excellence to deliver continuous value innovations to markets and / or customers (Gaspersz & Fontana, 2011). Achievement RSUD Dr. Iskak Tulungagung in the field of service innovation has entered the top 35 national level and the holding of unit innovation contest. It shows that the leader of RSUD Dr. Iskak Tulungagung is a visionary leader

### **Strategic Planning**

Based on the result of research, it is found that the performance of RSUD Dr. Iskak Tulungagung based on Malcolm Baldrige's criteria is good. This is in line with hospital accreditation Hospital Accreditation Commission.

Strategic planning is an effort to identify desired performance outcomes (future performance-oriented), key performance indicators, and performance enhancement programs that must be implemented to achieve results the desired performance in the future (Gaspersz & Fontana, 2011). Planning at Dr. Tulungagung Iskak has been systematic, ie there is a five-year planning document later described in the annual plan. In the preparation of an annual plan involving all units and each unit has had a work plan that remains in line with the hospital's strategic plan

### **Customers Focus**

The results of research on the criteria focus on the customer or patient shows the performance of RSUD Dr. Iskak Tulungagung is good. This is in line with hospital accreditation Hospital Accreditation Commission.

The key to success of a healthcare organization knows what customers need and want and strive to fulfill. The mindset of such a health care organization started from 10-15 years ago. Previously, health care organizations were only passive rather than proactive because sick people would need health services. Now customers increasingly understand the healthcare system and want something better in this regard better healthcare quality (Muninjaya, 2011)

Planning RSUD Dr. Iskak Tulungagung is based on patient / customer data and information as well as market segment, it can be seen in the planning of VIP inpatient service development, VVIP, president suite pavillion because BOR is more than 90% (BOR efficiency limit according to Barber Johnson is 75-85 %). Likewise, the planning for the development of inpatient class III services based on BOR data which is more than 85%. Patient satisfaction surveys are conducted regularly, the hospital also has a medium to convey hope and complaint that is a suggestion box placed in the service units, sms center with the number 082232301111 as a media visitor complaints, as well as Installation Public Relations as the organizer of information and complaints of hospital visitors

### **Measurement, Analysis and Knowledge Management**

The results of research on the criteria of measurement, analysis and knowledge management of Malcolm Baldrige show the performance of RSUD Dr. Iskak Tulungagung is good. Performance data are analyzed to find out the progress of the implementation of strategic plan and hospital work program, the hospital already has Hospital Information System.

According to Gaspersz and Fontana (2011), measurement plays a very important role for the improvement of a progress (change) to a better direction. In quality management, the measurement of facts will result in data, which then when the data is

properly analyzed will provide accurate information, which in turn will be useful for increasing the knowledge of managers in making decisions or management actions to improve organizational performance. RSUD Dr. Iskak Tulungagung has Medical Record Installation with data and information for hospital performance analysis, but not yet integrated in Hospital Information System.

### **Workforce Focus**

Referring to the research result that the performance of RSUD Dr. Iskak Tulungagung on the criteria focus on Malcolm Baldrige's human resources is good, but the reward and reward system, employee remuneration based on workload, and employee satisfaction survey have not shown the expected performance.

Individual teams that successfully implement the quality process must be recognized and may be rewarded so that other employees as members of the organization will know what to expect, as well as an example for other employees. In principle, all members of the team / employees need the motivation to be able to release the potential energy reserves they have. The release of an employee's potential energy in an organization can have a considerable impact on organizational progress.

### **Operations Focus**

Referring to the research result that the performance of RSUD Dr. Iskak Tulungagung on the criteria focus on the Malcolm Baldrige process is good. The entire service process has had Standapr Operational Procedure (SOP) in accordance with the accreditation standards of the Hospital Accreditation Commission.

Process standards are something that concerns all aspects of the implementation of health-care activities, conducting procedures and policies. The standard process will explain what to do, how to do it and how the system works. In other words, the standard process is playing the game.

The hospital has a working system for hazards and has been socialized to all employees and visitors to the hospital. Service flow is also socialized and placed in strategic places for visitors. All service processes have been ratified by a Director's Decree.

## Results

There are six items on Malcolm Baldrige's yield criteria: product and service outcomes, customer-focused results, market and financial results, human resource outcomes, results of process effectiveness, and leadership results. The results showed that the performance of the results criteria in RSUD Dr. Iskak Tulungagung was good.

The number of inpatients increases annually with an increase in the number of beds but the Bed Occupancy Rate (BOR) is still in an efficient condition. The patient satisfaction index shows good levels of satisfaction and increases annually. Service revenues also increase each year, as well as revenue contribution to service operations is quite high. Organizational governance is also good based on evaluation from Inspectorate.

## CONCLUSION

The performance of RSUD Dr. Iskak Tulungagung post-establishment of accreditation of plenary level based on Malcolm Baldrige criteria is Word Leader criterion, meaning RSUD Dr. Iskak Tulungagung received an excellent performance title which means having high achievements in competence and service.

## SUGGESTIONS

In Criteria Workforce Focus, the hospital should refine the remuneration system based on the workload of employees, as well as the need for reward and reward system to improve employee performance. In addition, it is necessary to conduct employee satisfaction surveys every year.

In the Measurement, Knowledge Management and Knowledge Management

Criteria, the hospital should immediately implement the Hospital Information System integrated in all service units. Medical Record Installation as a producer of data and information needs special attention to Hospital Information System.

On Customer Focus Criteria, we recommend that the hospitals start focusing on general patients with service innovations to increase revenue

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