

Alumni Conference ‘Good practices’ presentation



UNIVERSITAS GADJAH MADA

PERFORMANCE STANDARD AS THE BASIS OF PERFORMANCE BASED PAYMENT SYSTEM

“PURI BUNDA” MATERNAL AND CHILD HOSPITAL
DENPASAR– INDONESIA

Ketut Suarjana

Yogyakarta 27th of June 2014



PURI BUNDA
MATERNAL AND CHILD
HOSPITAL
Denpasar, Bali

Background and Objectives

Background

- ❑ Performance is one of important part in a payment system. Unfairness in payment system can reduce motivation, performance itself and increase the employee turnover
- ❑ To assess the employee performance, it is needed standard that perceived fair not only by the medical staff but also the non-medical staff.
- ❑ Puri Bunda Maternal and Child Hospital wanted to apply a fair method, but there were remain difficulties to establish

Objectives

- ❑ Develop standard (Score) to assess the performance of the employee
- ❑ Increase the satisfaction of the employee
- ❑ Increase the performance of the employee

Project Description

- ❑ The project was highly supported due to the topic of the project that has been concerned by all the hospital staff
- ❑ The project was ever postponed but then continued eventually. The project was coordinated by the head of human resources department
- ❑ The most challenging moments was during the discussion about the standard (score) of each unit, either at service department or managerial department



Results and Lessons Learned

Results

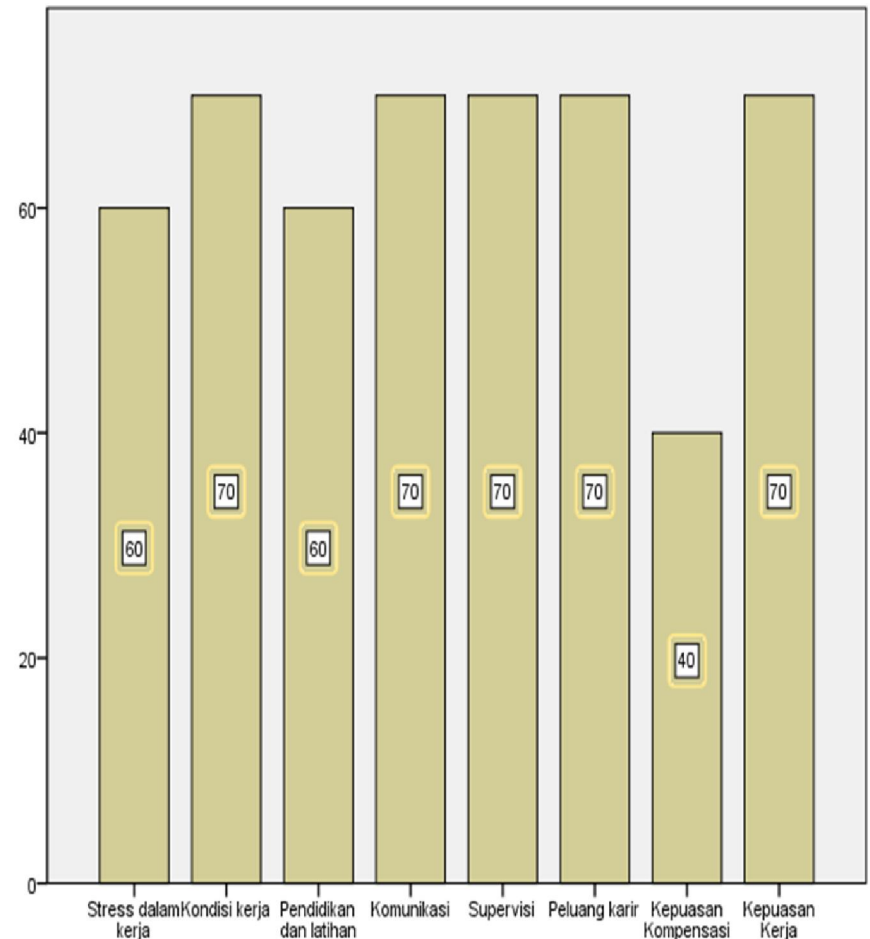
- ❑ The standard (score) for each unit at every department has been established successfully. This score remain used at this moment
- ❑ The component of the salary consist of basic salary (based on government regulation + educational background + seniority) and incentive (either staff performance indicator or managerial performance indicator)
- ❑ The EOS (Employee Opinion Survey) showed the satisfaction of employee regarding the payment system quiet high, however its remain the lowest than the other aspect that been asked.

UNIT	SCORE
IGD	500
Tindakan	500
ICU	500
Rawat Inap	500
Rawat Jalan	500
Farmasi	400
Front Office	350
Rekam Medis	350
Security	350
Sopir	250
Tata Boga	250
Tata Graha	250
Back Office Keuangan	250
Back Office SDM	250
Back Office SIM RS	250
OB	200
Engineering	250
TU	250
POS	200
Gizi	250
Sekretaris	200
Pengadaan	200

Results and Lessons Learned

Lesson Learned

- ❑ Based on this payment system, the employee show high motivation to work with their best performance. Every aspect of their performance (ex: the presence) is calculated to their salary
- ❑ Moreover, this payment system also motivates the employee to give the best service to the patient, because the more patient that registered in their unit, the more money they received



Team and Stakeholders

Team

- ☐ The team involved were the head of each unit at Puri Bunda Maternal and Child Hospital
- ☐ Human Resources Manager
- ☐ Financial Manager

Stakeholders

- ☐ Local government
- ☐ Owner of the Hospital
- ☐ Patient
- ☐ Employee



Promoting and Hindering factors

Promoting factors

- ☐ Effective communication between staff (medical and non-medical staff)
- ☐ Support from the Director of the hospital

Hindering factors

- ☐ Resistance to the payment system from small number of the employee particularly the senior
- ☐ The lack of resources that needed (references)

Sustainability and Transferability

Sustainability

- ❑ Employee is an asset in hospital. Payment system that perceived fair can increase their satisfaction. Satisfaction among the employee could be the key of performance of the hospital.
- ❑ Since the payment system applied, the Bed Occupancy Rate of the Hospital remain increasing. It is proofing at this moment that this payment system took an important part in Hospital management.

Transferability

- ❑ A payment system that perceived fair induces the hospital staff either medical or non-medical to perform at their best.
- ❑ Although determining the score need patience, generally this payment system can be adopted easily by the other private hospital since the component are simple

Terima Kasih
Thank You
Vielen Dank