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LAMPIRAN

1. SURAT IJIN PENELITIAN



KEMENTERIAN PENDIDIKAN, KEBUDAYAAN, RISET DAN TEKNOLOGI
UNIVERSITAS HASANUDDIN
FAKULTAS KESEHATAN MASYARAKAT
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No : 4293/UN4.14/PT.01.04/2022
Lamp : Proposal
Hal : Permohonan Izin Penelitian

18 April 2022

Yth.
Kepala Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu
Cq. Bidang Penyelenggaraan Pelayanan Perizinan
Provinsi Sulawesi Selatan
Di –
Tempat

Dengan hormat, kami sampaikan bahwa mahasiswa Program Pascasarjana Fakultas Kesehatan Masyarakat Universitas Hasanuddin yang tersebut di bawah ini :

Nama : Muhammad Ade Rivandy Ridwan
Nomor Pokok : K012181021
Program Studi : Ilmu Kesehatan Masyarakat

Bermaksud melakukan penelitian dalam rangka persiapan penulisan tesis dengan judul "Analisis Gap Implementasi TQM Menggunakan Kriteria MBNQA Di Rumah Sakit Islam Faisal".


Pembimbing : 1. Dr. Fridawaty Rivai, SKM., M.Kes (Ketua)
2. Dr. Lalu Muhammad Saleh, SKM, M.Kes. (Anggota)

Waktu Penelitian : April – Juni 2022

Sehubungan dengan hal tersebut kami mohon kebijaksanaan Bapak/Ibu kiranya berkenan memberi izin kepada yang bersangkutan.

Atas perkenan dan kerjasamanya disampaikan terima kasih.

Dekan


Dr. Aminuddin Syam, SKM., M.Kes., M.Med.Ed
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Tembusan :
1. Para Wakil Dekan FKM Unhas
2. Peringgal

2. KUESIONER DAN ANALISIS

LAMPIRAN

LAMPIRAN 1 : SKOR/BOBOT ITEM DAN KATEGORI *MALCOLM BALDRIGE NATIONAL QUALITY AWARD (MBNQA)*

Kategori	Item	Poin Item	Poin Kategori
1. Kepemimpinan	1.1 Kepemimpinan senior	70	120
	1.2 Tata kelola dan tanggung jawab Sosial	50	
2. Strategi perencanaan	2.1 Pengembangan strategi	40	85
	2.2 Implementasi strategi	45	
3. Fokus Pelanggan	3.1 Suara pelanggan	45	85
	3.2 <i>Engagement</i> pelanggan	40	
4. Pengukuran Kinerja	4.1 Pengukuran, analisis, dan manajemen pengetahuan+A1	45	90
	4.2 Manajemen pengetahuan, informasi, dan teknologi informasi	45	
5. Fokus pada Tenaga Kerja	5.1 Lingkungan tenaga kerja	40	85
	5.2 <i>Engagement</i> tenaga kerja	45	
6. Operasi	6.1 Proses kerja	45	85
	6.2 Efektivitas operasional	40	
7. HASIL AKHIR	7.1 Outcome proses dan layanan	120	450
	7.2 Outcome fokus pelanggan	80	
	7.3 Outcome fokus tenaga kerja	80	
	7.4 Outcome kepemimpinan dan tata kelola	80	
	7.5 Outcome keuangan dan pemasaran	90	

Sumber : *Baldrige Excellence Framework-NIST,2015*

**LAMPIRAN 2 : LEMBAR KUESIONER IMPLEMENTASI TQM DENGAN
MENGUNAKAN *BALDRIGE EXCELLENCE FRAMEWORK (BEF)* DI
RUMAH SAKIT**

Kami mengharapkan pendapat anda terhadap mutu pelayanan RS Islam Faisal Makassar, dengan mengisi kuesioner di bawah ini. Adapun petunjuk pengisiannya sebagai berikut :

Kuesioner ini berisikan 60 (enam puluh) pernyataan. Untuk setiap pernyataan tersedia pilihan respons dengan kode STS, TS, N, S, dan SS. Kami mengharapkan anda memilih 1 (satu) respons untuk setiap pernyataan sesuai persepsi dan fakta yang anda alami.

Adapun makna dari setiap respons adalah :

STS	: Sangat Tidak Setuju
TS	: Tidak Setuju
N	: Netral
S	: Setuju
SS	: Sangat Setuju

Data Responden

Nama :

Usia :

Unit Kerja :

Jabatan :

Lama Kerja di RS :

No	Pernyataan	Respons				
		STS	TS	N	S	SS
1. KEPEMIMPINAN						
1A	Atasan langsung selalu menekankan pentingnya mutu pelayanan Pasien					
1B	Atasan langsung di rumah sakit Anda berfokus pada peningkatan mutu pelayanan pasien					
1C	Atasan langsung dapat ditemui oleh konsumen					
1D	Atasan langsung menyesuaikan strategi operasionalnya dengan tren terbaru sektor pelayanan kesehatan					
1E	Rumah sakit selalu menerapkan praktik etis dibandingkan dengan sektor lainnya.					
1F	Rumah sakit mengantisipasi kekhawatiran publik tentang produk, layanan, dan pengoperasinya					
1G	Rumah sakit berpartisipasi dengan antusias dalam pelayanan sosial atau masyarakat					
1H	Atasan langsung secara aktif mencari umpan balik dari masyarakat terkait pelayanan rumah sakit					
2. STRATEGI		STS	TS	N	S	SS
2A	Rumah sakit kami memiliki tujuan strategis yang jelas					
2B	Dalam menentukan tujuan strategis, kami sepenuhnya memperhatikan berbagai faktor eksternal					
2C	Dalam menentukan tujuan strategis, kami sepenuhnya memperhatikan berbagai faktor internal					
2D	Tujuan dan rencana strategis dikomunikasikan secara efektif kepada semua staf					
2E	Setiap anggota staf menyadari tujuan					

	strategis dan rencana tindakan yang harus dicapai					
2F	Anggota staf berkomitmen pada visi misi rumah sakit					
2G	Supplier untuk memenuhi pengoprasian rumah sakit dipilih dengan baik					
2H	Kami mengintegrasikan tanggung jawab publik terhadap peningkatan kinerja					
2I	Staf kami mematuhi kode etik formal					
2J	Kami selalu berupaya untuk meningkatkan layanan masyarakat					
3. Fokus PELANGGAN		STS	TS	N	S	SS
3A	Rumah sakit mengidentifikasi target pasiennya dengan baik					
3B	Rumah sakit menanggapi pendapat dan saran Pasien dengan serius					
3C	Rumah sakit menganalisis dan menindak lanjuti kebutuhan pasien secara tepat waktu					
3D	Kami berkomunikasi baik dengan pasien kami					
3E	Rumah sakit memiliki sistem manajemen pasien yang efektif					
3F	Rumah sakit memantau secara ketat perkembangan rumah sakit lain					
3G	Rumah sakit sepenuhnya menyadari tren terbaru pada sektor kesehatan					
4. PENGUKURAN KINERJA		STS	TS	N	S	SS
4A	Rumah sakit memiliki sistem yang efektif untuk menilai kinerja operasionalnya					
4B	Rumah sakit memiliki sistem manajemen kinerja yang jelas dan komprehensif					
4C	Semua staf memahami indikator yang terkait dengan kinerja mereka dengan baik					

4D	Rumah sakit menyesuaikan kinerjanya sesuai dengan perubahan lingkungan					
4E	Atasan langsung menyesuaikan kebijakan dan strategi rumah sakit dengan menganalisis informasi dan fakta					
5. FOKUS PADA TENAGA KERJA		STS	TS	N	S	SS
5A	Rumah sakit memberdayakan stafnya					
5B	Rumah sakit memiliki sistem penilaian kinerja staf yang efektif					
5C	Rumah sakit mendorong kerja tim dan semangat tim					
5D	Atasan langsung memotivasi staf dan sepenuhnya mengembangkan potensi mereka					
5E	Rumah sakit melatih stafnya dalam konsep kualitas					
5F	Rumah sakit memberikan pelatihan dan pengembangan bagi anggota staf					
5G	Rumah sakit menyediakan lingkungan kerja yang aman dan sehat					
5H	Rumah sakit menyediakan staf dengan pelatihan yang berfokus pada pasien					
6. Manajemen Proses		STS	TS	N	S	SS
6A	Dalam merancang proses, faktor-faktor seperti kualitas, biaya, dan produktivitas dipertimbangkan					
6B	Sebelum menerapkan prosedur atau proses pelayanan yang baru, rumah sakit melakukan tes komprehensif untuk memastikan kualitasnya					
6C	Rumah sakit memiliki tindakan manajemen yang tepat untuk mengendalikan dan meningkatkan proses pelayanan					
	Rumah sakit terus meningkatkan					

6D	proses pelayanannya, untuk meningkatkan pengembangan kualitas layanan secara keseluruhan					
6E	Inisiatif peningkatan proses dibagi di antar departemen					
6F	Masing-masing departemen bekerja untuk meningkatkan kinerja mereka					
6G	Rumah sakit bekerja sama baik dengan dengan semua pihak termasuk suplier					
6H	Kami mengevaluasi layanan berdasarkan efisiensi, termasuk biaya dan ketepatan waktu					
6I	Kami mengevaluasi layanan berdasarkan efektivitas, termasuk kesesuaian dan risiko					
6J	Prosedur kerja dan hasil dikomunikasikan sebelumnya kepada pasien					
6K	Pelayanan kesehatan bersifat kontingen sesuai dengan kebutuhan pasien					
7. HASIL AKHIR		STS	TS	N	S	SS
7A	Pasien puas dengan pelayanan kesehatan kami					
7B	Rumah sakit mampu memenuhi kewajiban keuangannya					
7C	Sistem remunerasi dan tunjangan kami memuaskan					
7D	Secara umum, staf puas dengan departemennya masing-masing					
7E	Layanan kesehatan kami berkembang					
7F	Kualitas layanan secara keseluruhan terus meningkat					
7G	Produktivitas kami terus meningkat					
7H	Evaluasi pasien terhadap kinerja kami telah meningkat					
7I	Di rumah sakit kami, jumlah dokter					

	sudah cukup					
7J	Di rumah sakit kami jumlah perawat, sudah cukup					
7K	Di rumah sakit kami, jumlah teknisi sudah cukup					
7L	Di rumah sakit kami, jumlah pegawai administrasi sudah cukup					
7M	Di rumah sakit kami, jumlah petugas kebersihan sudah cukup					

LAMPIRAN 3 : PEDOMAN WAWANCARA MENDALAM

Tanggal dan Waktu	
Tempat	
Nama (Usia) Narasumber	
Jabatan	

I. PETUNJUK UMUM

1. Menyampaikan ucapan terima kasih kepada narasumber atas kesediaannya meluangkan waktu untuk diwawancarai
2. Menjelaskan tentang maksud dan tujuan wawancara
3. Melakukan wawancara berdasarkan beberapa pertanyaan dasar
4. Menyampaikan ucapan terima kasih kepada narasumber setelah wawancara berakhir

II PETUNJUK WAWANCARA

5. Wawancara dilakukan langsung oleh peneliti
6. Narasumber bebas untuk menyampaikan informasi berdasarkan pendapat pribadi, pengalaman, saran dan komentar

7. Seluruh pendapat, pengalaman, saran dan komentar narasumber sangat bernilai
8. Tidak ada kriteria jawaban yang benar ataupun salah dalam wawancara ini
9. Peneliti harus menjamin seluruh pendapat, pengalaman, saran dan komentar akan dijamin kerahasiaannya
10. Peneliti tidak memotong pada saat narasumber sedang memberikan jawaban, saran, pengalaman atau pendapat.

RIWAYAT HIDUP



Nama : Muhammad Ade Rivandy Ridwan
Alamat : Jln. Dahlia no 21 A Makassar 90121
Ttl : Ujung Pandang , 15/4/1988
Agama : Islam

Riwayat pendidikan :

- 1) TK Nurul Falah
- 2) SD Islam Athirah
- 3) SMP Nusantara
- 4) SMAN 5 Makassar
- 5) S1 Pendidikan Dokter