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# LAMPIRAN

## Lampiran 1 Screenshot Pencarian Pada Database

The image displays two screenshots of a Google Scholar search interface. Both screenshots show a search query: "business process reengineering" AND "hospital" AND "success factor" OR "t".

**Top Screenshot:** Shows search results for the query. The search bar contains the query. The results section shows "Sekitar 633 hasil (0,05 dtk)". The left sidebar includes filters for "Kapan saja" (Kaplan saja, Sejak 2021, Sejak 2020, Sejak 2017, Rentang khusus...), "Urutkan menurut relevansi", "Urutkan menurut tanggal", "sertakan paten", "mencakup kutipan", and "Buat lansiran". The main results list includes:

- [PDF] **Business process reengineering implementation: developing a causal model of critical success factors** [PDF] semanticscholar.org  
G. Jamali, MA Abbaszadeh... - Journal of e... 2011 - pdfs.semanticscholar.org  
... Index Terms—**Business process reengineering**, **critical success factor**, **implementation** ... **Business Process Reengineering Implementation: Developing a Causal Model of Critical Success Factors** ...  
[53] **Hospital service quality** 3 Jamali et al. [54] **TQM implementation** 4 Ho et al. ...  
☆ 99 Dirujuk 32 kali Artikel terkait 3 versi
- The implementation of business process reengineering in American and Canadian hospitals**  
SJK Ho, L Chan, RE Kidwell Jr - Health Care Management Review, 1999 - journals.lww.com  
This study of more than 215 US and Canadian hospital executives indicates that improved service qu...  
☆ 99 Dirujuk 93 kali Artikel terkait 4 versi
- Important factors for success in hospital BPR project phases**  
MC Caccia-Bava, VCK Guimaraes... - International journal of... 2013 - emerald.com  
... **Business process reengineering (BPR)** is touted in the literature as the dramatic improvements necessary for... which, after being operational for at least one year, specifically benefited the **hospital**. We studied **success factor** impact on BPR projects as they advanced through the ...  
☆ 99 Dirujuk 24 kali Artikel terkait 5 versi
- [PDF] **Business process reengineering implementation: an investigation of critical success factors** [PDF] ipedr.com  
T Maleki, Y Beikhhakhian - International Conference on Information and... 2011 - ipedr.com  
... Keywords: **Business process reengineering**, **Critical success factor**, **Implementation 1**, **Introduction** ...  
**Business process reengineering: critical success factors in higher education** ... A DEMATEL Method in Identifying Key Success Factors of **Hospital Service Quality** ...  
☆ 99 Dirujuk 13 kali Artikel terkait 2 versi

**Bottom Screenshot:** Shows search results for the query. The search bar contains the query. The results section shows "Sekitar 216 hasil (0,03 dtk)". The left sidebar includes filters for "Kapan saja" (Kaplan saja, Sejak 2021, Sejak 2020, Sejak 2017, Rentang khusus...), "Urutkan menurut relevansi", "Urutkan menurut tanggal", "sertakan paten", "mencakup kutipan", and "Buat lansiran". The main results list includes:

- SUCCESS AND FAILURE OF BUSINESS PROCESS RE ENGINEERING IMPLEMENTATION AND THE WAY FORWARD THE CASE OF MUGHER CEMENT** ... [PDF] 197.156.93.91  
AKEBEDE - 2018 - 197.156.93.91  
... productivity improvement programs (ISO, BSC and KAIZEN). Key words: BPR Implementation, Critical **Success factor**, Critical failure factor, Internal driv- ers, External drivers and Mugher Cement factory. Page 13. 1 CHAPTER ONE: INTRODUCTION ...  
☆ 99 Artikel terkait 3 versi
- [PDF] **AN ASSESSMENT OF BUSINESS PROCESS RE-ENGINEERING IMPLEMENTATION IN MINISTRY OF NATIONAL DEFENSE INFRASTRUCTURE AND** ... [PDF] 197.156.93.91  
B GETANEH - 2011 - 197.156.93.91  
... **IMPLEMENTATION IN MINISTRY OF NATIONAL DEFENSE** ... fundamental change sustainable, the **business process Re-Engineering (BPR)** study is taking place Page 9. 2 ... The sector works different constructions ie (Apartments, Colleges, **Hospital**, Roads...etc) ...  
☆ 99 Artikel terkait 3 versi
- Business process re-engineering application in healthcare in a relation to health information systems** [PDF] sciencedirect.com  
S Khodambashi - Procedia Technology, 2013 - Elsevier  
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A case study: business process re-engineering (BPR) of the order-/delivery process at the pediatric clinic at the University Hospital of Lund.  
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 Safety Science, June 2012, ...  
 M. Bevilacqua, F. E. Ciarapica, C. Paciarotti

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E-mail : [fkunhas@gmail.com](mailto:fkunhas@gmail.com), website: <https://fkunhas.ac.id/>

---

### KETERANGAN SEMENTARA PENGURUSAN IZIN ETIK PENELITIAN

**Nama** : Nurfadhilah  
**NIM** : K012181093  
**Jurusan** : S2 MARS  
**Judul Penelitian** : **Faktor Kunci Keberhasilan dalam Penerapan *Business Process Re-Engineering (BPR)* di Rumah Sakit: *Integrative Review***

Benar Bahwa Penelitian “Integrative Review” Merupakan Penelitian Bebas Etik dan Tidak Perlu Melalui Proses Review di Komite Etik Penelitian Kesehatan FKM Unhas.

Makassar, 29 Juli 2021  
Admin Komite Etik FKM Unhas



Alda Alfian, SKM



## Lampiran 3 Publikasi



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### SURAT KETERANGAN JURNAL

Yang bertanda tangan di bawah ini :

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NIP : 19740816 199903 1 002  
Jabatan : Pengelola Unit Publikasi

Menerangkan bahwa mahasiswa yang tersebut dibawah ini :

Nama : Nurfadhilah  
NIM : K012181093  
Promotor : Dr. dr. A. Indahwaty Sidin, MHSM  
Program Studi : Magister Kesehatan Masyarakat  
Judul Tesis : Faktor Kunci Keberhasilan Dalam Penerapan *Business Process Re-Engineering* (BPR) Di Rumah Sakit: *Integrative Review*

Menerbitkan artikel ilmiah dengan rincian sebagai berikut :

Judul artikel : Key Success Factors in Implementing Business Process Re-Engineering (BPR) in Hospitals: Integrative Review  
Nama Jurnal : Journal of Asian Multicultural Research for Medical and Health Science Study  
Indeks :  Scopus  International  
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Status :  Accepted  Published  
Volume : Volume 2, Number 3

Makassar, 10 Agustus 2021

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Ketua Unit Publikasi



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NIP. 19740816 199903 1 002

#### Lampiran 4 Eligible Study

No	Peneliti	Tahun	Judul	Alasan <i>Exclude</i>
1	Arovah, S., & Dachyar, M.	2020	Outpatient pharmacy improvement using internet of things based on BPR approach.	Tidak menjelaskan faktor BPR
2	Dachyar, M., & Nattaya, N.	2020	Collaborating Internet of Things (IoT) and Electronic Medical Record (EMR) to Reduce Healthcare Waiting time. Outpatient Cardiology Service Case: A BPR Approach.	Tidak menjelaskan faktor BPR
3	De Ramon Fernandez, A., Ruiz Fernandez, D., & Sabuco Garcia, Y.	2020	Business Process Management for optimizing clinical processes: A systematic literature review.	Konsep: Business Process Management
4	Al Badi, K.	2019	Discrete event simulation and pharmacy process re-engineering.	Tidak menjelaskan faktor BPR
5	Arinahaq, A., & Achadi, A	2019	Factors Associated with Business Process in Hospital: A Systematic Review.	Konsep: Business Process Management
6	Doosty, F., Rasi, V., Yarmohammadian, M., & Sadeghpour, M.	2019	Identification of Prerequisites for the Deployment of Business Process Management Practices in Iran's Hospitals.	Konsep: Business Process Management
7	Fasna, M. F. F., & Gunatilake, S.	2019	A process for successfully implementing BPR projects.	Tempat penelitian: Industri Apparel, Sektor Telekomunikasi, dan Sektor Manufaktur
8	Galli, G., Patrone, C., Bellam, A. C., Annapareddy, N. R., & Revetria, R.	2019	Improving process using digital twin: a methodology for the automatic creation of models.	Konsep: Model BPR
9	Lubis, M., Sutoyo, E., Handayani, D., & Azuddin, M.	2019	Clinic Management System: Business Process Re-engineering based on User Experience (UX).	Tempat penelitian: Klinik
10	Mendel, S. A., & Berseneva, E. A.	2019	The re-engineering and financial cost analysis of administrative economic and managerial processes in medical organization.	Tidak dapat diakses
11	Seymour, L. F., Mwalemba, G., & Weimann, E.	2019	Applied business process management: an information systems approach to improve service delivery in public hospitals of low-and middle-income countries.	Konsep: Business Process Management

No	Peneliti	Tahun	Judul	Alasan <i>Exclude</i>
12	AbdEllatif, M., Farhan, M. S., & Shehata, N. S.	2018	Overcoming business process Re-Engineering obstacles using ontology-based knowledge map methodology.	Konsep: Model BPR
13	Alhuthaifi, B.	2018	Critical Success Factors Related to Enterprise Resource Planning (ERP) Implementation in Saudi Arabia's Hospitals	Konsep: Enterprise Research Planning
14	Gomes, J., Portela, F., & Santos, M. F.	2018	Introduction to BPM approach in healthcare and case study of end user interaction with EHR interface.	Konsep: Business Process Management
15	López, J., Vélez, F., Hernán, J., López, F., Vélez, J., Gutierrez, J., ... & Aristizabal, W. F.	2018	Business processes management implementation in health sector.	Konsep: Business Process Management
16	Urquhart, B. S.	2018	Incorporating Business Process Management, Business Ontology and Business Architecture in Medication Management Quality	Konsep: Business Process Management
17	Alotaibi, Y., & Liu, F.	2017	Survey of business process management: challenges and solutions.	Konsep: Business Process Management
18	Cho, M., Song, M., Comuzzi, M., & Yoo, S.	2017	Evaluating the effect of best practices for business process redesign: An evidence-based approach based on process mining techniques.	Tidak menjelaskan faktor BPR
19	Dehaen, S. L. R.	2017	Integrated business process management, change management and organisational change: definition of a methodology and application to the case of Brussels's Erasme hospital.	Konsep: Business Process Management
20	Dell'Aquila, M. E.	2017	Factors contributing to business process Re-Engineering implementation success.	Sampel penelitian: <i>The professional networking website LinkedIn and the professional organizational website American Society for Quality</i>
21	Grocott, M. P., Plumb, J. O., Edwards, M., Fecher-Jones, I., & Levett, D. Z.	2017	Re-designing the pathway to surgery: better care and added value.	Tidak menjelaskan faktor BPR
22	Hassan, M. M.	2017	An application of business	Konsep: Business

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			process management to health care facilities.	Process Management
23	Immaculate, N. C.	2017	Business Process Re-Engineering Practices and Performance of Pharmacy and Poisons Board in Kenya	Tempat Penelitian: <i>Pharmacy and Poisons Board</i>
24	Kruger, D.	2017	Application of business process Re-Engineering as a process improvement tool: A case study.	Tempat penelitian: Industri Manufaktur Internasional
25	Kwah Driscole, G.	2017	Towards the design of a process management approach for the delivery of unscheduled urgent and emergency healthcare	Tidak menjelaskan faktor BPR
26	Mohammedaman, T.	2017	An Enterprise Resource Planning (ERP) Framework Design for Adama Hospital Medical College (AHMC)	Konsep: Enterprise Research Planning
27	Esbenshade, J., Vidal, M., Fascilla, G., & Ono, M.	2016	Customer-driven management models for choiceless clientele? Business process Re-Engineering in a California welfare agency.	Tempat penelitian: Lembaga Kesejahteraan California
28	Jha, M., Jha, S., & O'Brien, L.	2016	Combining big data analytics with business process using Re-Engineering.	Konsep: Model BPR
29	Jurisch, M.C., Rosenberg, Z. and Krcmar, H.	2016	Emergent risks in business process change projects	Konsep: Business Process Change
30	Mens, J., & Ravesteyn, P.	2016	Using the Delphi Method to Identify Hospital-Specific Business Process Management Capabilities in The Netherlands.	Konsep: Business Process Management
31	Musa, M. A., & Othman, M. S.	2016	Business Process Re-Engineering in Healthcare: literature review on the methodologies and approaches.	Konsep: Metode BPR
32	Ruffin, T. R.	2016	Quantitative analysis of business process Re-Engineering deployment in health information technology	Tidak menjelaskan faktor BPR
33	Vasconcelos, C. S. F.	2016	Business Process Re-Engineering in a hospital context: a case study on deliverables internal transportation.	Tidak menjelaskan faktor BPR
34	Zhang, X., Li, C.,	2016	Optimization Analysis of	Konsep: Model BPR



No	Peneliti	Tahun	Judul	Alasan <i>Exclude</i>
	Zhang, X., & Zhao, S.		Hospital Business Process Based on Colored Time Petri Net.	
35	Abukhader, S. M.	2015	ERP implementation in the private hospitals of Saudi Arabia.	Konsep: Enterprise Research Planning
36	Escobar-Rodríguez, T., & Bartual-Sopena, L.	2015	Impact of cultural factors on attitude toward using ERP systems in public hospitals.	Konsep: Enterprise Research Planning
37	Martinho, R., Rijo, R., & Nunes, A.	2015	Complexity analysis of a business process automation: case study on a healthcare organization.	Konsep: Business Process Management
38	Panayiotou, N.A., Gayialis, S.P., Evangelopoulos, N.P. and Katimertzoglou, P.K.	2015	A business process modeling-enabled requirements engineering framework for ERP implementation	Konsep: Enterprise Research Planning
39	Aregawi, M.	2014	BPR Implementation in Ministry of Federal Affairs: A Study on Identifying Attitude Influential Factors of Employees, Achievements and Critical Challenges towards BPR	Tempat penelitian: <i>Ministry of Federal Affairs</i>
40	Bakshi, S. M.	2014	Business process re-engineering a cardiology department.	Tidak menjelaskan faktor BPR
41	Delgado, A., Weber, B., Ruiz, F., de Guzmán, I. G. R., & Piattini, M.	2014	An integrated approach based on execution measures for the continuous improvement of business processes realized by services.	Konsep: Business Process Management
42	Motamed, M.	2014	An Examination of the Factors Determining Successful Implementation of an Electronic Medical Record (EMR) System in a Regional Hospital.	Konsep: Enterprise Research Planning
43	Yarmohammadian, M. H., Ebrahimipour, H., & Doosty, F.	2014	Improvement of hospital processes through business process management in Qaem Teaching Hospital: A work in progress.	Konsep: Business Process Management
44	Alwan, F.	2013	Lean implementation problems in the healthcare system: A case study conducted at Torsby hospital.	Konsep: Model BPR
45	Habib, M. N.	2013	Understanding critical success and failure factors of business process Re-Engineering.	Tempat Penelitian: Berbagai organisasi atau perusahaan

No	Peneliti	Tahun	Judul	Alasan <i>Exclude</i>
46	Musa, M. A., Othman, M. S., & Al-Rahimi, W. M.	2013	Ontology driven knowledge map for enhancing business process Re-Engineering.	Konsep: Model BPR
47	Ryan, J., Doster, B., Daily, S., & Lewsi, C.	2013	A Balanced, Systems Approach to Business Process Management Aligned to Hospital Strategy.	Konsep: Business Process Management
48	Sungau, J. J., Ndunguru, P. C., & Kimeme, J.	2013	Business process re-engineering: the technique to improve delivering speed of service industry in Tanzania.	Tempat penelitian: Industri Jasa Pengiriman
49	Vanwersch, R. J. B., Shahzad, K., Vanderfeesten, I. T. P., Vanhaecht, K., Grefen, P. W. P. J., Pintelon, L. M., Mendling, J., Merode, van, G. G., & Reijers, H. A.	2013	Methodological support for business process redesign in healthcare : a systematic literature review	Konsep: Metode BPR
50	Bertolini, M., Bevilacqua, M., Ciarapica, F. E., & Giacchetta, G.	2011	Business process re-engineering in healthcare management: a case study	Tidak menjelaskan faktor BPR
51	Rao, L., Mansingh, G., & Osei-Bryson, K. M.	2011	Building ontology based knowledge maps to assist business process re-engineering.	Konsep: Model BPR

Lampiran 5 Penilaian Kualitas Artikel

No	Criteria	Journal									
		1	2	3	4	5	6	7	8	9	10
1	Question / objective sufficiently described?	2	2	2	2	2	2	2	2	2	2
2	Study design evident and appropriate?	1	2	2	2	2	2	2	2	2	2
3	Method of subject/comparison group selection or source of information/input variables described and appropriate?	2	2	2	2	2	2	2	2	1	1
4	Subject (and comparison group, if applicable) characteristics sufficiently described?	1	2	2	2	2	2	1	2	1	1
5	If interventional and random allocation was possible, was it described?	-	-	-	-	-	-	-	-	-	-
6	If interventional and blinding of investigators was possible, was it reported?	-	-	-	-	-	-	-	-	-	-
7	If interventional and blinding of subjects was possible, was it reported?	-	-	-	-	-	-	-	-	-	-
8	Outcome and (if applicable) exposure measure(s) well defined and robust to measurement /misclassification bias? Means of assessment reported?	2	2	2	2	1	1	1	2	2	2
9	Sample size appropriate?	2	2	2	2	2	2	2	2	2	1
10	Analytic methods described/justified and appropriate?	2	2	2	1	2	2	1	1	1	2
11	Some estimate of variance is reported for the main results?	1	2	1	2	1	1	2	2	1	2
12	Controlled for confounding?	0	1	1	1	1	1	0	1	1	0
13	Results reported in sufficient detail?	2	2	2	2	2	2	2	2	2	2
14	Conclusions supported by the results?	2	2	2	2	2	2	2	2	2	2
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