

EVALUASI FAKTOR DALAM OPTIMALISASI *BED OCCUPANCY RATE* (BOR) DI RSUD KHIDMAT SEHAT AFIAT KOTA DEPOK TAHUN 2024

Putri Naira Kusuma

Abstrak

Bed Occupancy Rate (BOR) merupakan indikator efisiensi pemanfaatan tempat tidur rawat inap. Pada tahun 2024, BOR di RSUD KiSA hanya mencapai 56,79%, di bawah standar ideal. Penelitian ini bertujuan mengevaluasi faktor dalam optimalisasi BOR dengan metode kualitatif. Dilakukan bulan Mei–Juni 2025 melalui FGD, observasi, telaah dokumen, dan wawancara dengan 20 informan, terdiri dari kepala bidang keperawatan, kepala seksi pelayanan medis, kepala seksi penunjang medis, kepala ruangan rawat inap, dan pasien rawat inap. Hasil menunjukkan kendala dari sisi input seperti sarana umum yang kurang nyaman, kerusakan alat medis, tarif rawat inap dirasa berat saat layanan tidak tercover BPJS, mobilisasi pasien antar ruang rawat inap belum efektif, data jumlah tempat tidur tidak mencerminkan kondisi penggunaan sebenarnya, prosedur pemulangan pasien belum berjalan baik, jumlah dokter terbatas tanpa pengganti saat cuti, waktu visit dokter belum mencapai standar yang ditetapkan. Pada proses, ditemukan minimnya promosi layanan, koordinasi tenaga kesehatan yang belum optimal, keterbatasan waktu dokter dalam memberi penjelasan, pemanfaatan tempat tidur yang belum maksimal akibat aturan BPJS terkait 144 diagnosis, kekhawatiran terhadap subjektivitas dalam penilaian SDM, serta lemahnya tindak lanjut atas capaian BOR. *Output* menunjukkan kelemahan pada dimensi reliability dan responsiveness, dan strategi yang disarankan adalah strategi defensif, yaitu supervisi secara berkala dan monitoring evaluasi, tersedia anggaran yang optimal, pemberian reward untuk kinerja baik SDM.

Kata Kunci: BOR, Evaluasi, Rawat Inap, Rumah Sakit

EVALUATION OF FACTORS IN ACHIEVING BED OCCUPANCY RATE (BOR) AT KHIDMAT SEHAT AFIAT HOSPITAL, DEPOK CITY IN 2024

Putri Naira Kusuma

Abstract

Bed Occupancy Rate (BOR) is an indicator of the efficiency of inpatient bed utilization. In 2024, BOR at KiSA Hospital only reached 56.79%, below the ideal standard. This study aims to evaluate factors in optimizing BOR using qualitative methods. Conducted in May-June 2025 through FGD, observation, document review, and interviews with 20 informants, consisting of the head of nursing, head of medical service section, head of medical support section, head of inpatient room, and inpatient patients. The results show obstacles from the input side such as uncomfortable public facilities, damaged medical equipment, inpatient rates are considered heavy when services are not covered by BPJS, patient mobilization between inpatient rooms is not effective, data on the number of beds does not reflect actual usage conditions, patient discharge procedures have not been running well, the number of doctors is limited without replacements when on leave, and doctor visit times have not reached the set standards. In the process, it was found that there was minimal service promotion, suboptimal coordination of health workers, limited time for doctors to provide explanations, less than optimal utilization of beds due to BPJS regulations related to 144 diagnoses, concerns about subjectivity in HR assessments, and weak follow-up on BOR achievements. The output showed weaknesses in the dimensions of reliability and responsiveness, and the recommended strategy is a defensive strategy, namely regular supervision and monitoring evaluation, optimal budget availability, and reward for good HR performance.

Keyword: BOR, Evaluation, Hospital, Inpatient