

**LITERATURE REVIEW:
THE EFFORTS TO IMPROVE SERVICES QUALITY OF HOSPITAL X BASED ON
MALCOLM BALDRIGE CRITERIA FOR PERFORMANCE EXCELLENCE
(MBCfPE)**

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Abstract: Hospitals need to maintain the performance of health services provided in efforts to improve services quality. Comprehensive service assessment can be done by self-assessment based on the Malcolm Baldrige Criteria for Performance Excellence (MBCfPE). The purpose of this study was to analyze Hospital X services based on Malcolm Baldrige Criteria for Performance Excellence (MBCfPE) in an effort to improve service quality. The method used is literature review on relevant articles from several databases, namely from PubMed, Science Direct, Sage Journal and Google Scholar. Based on the literature review conducted, there are seven criteria in MBCfPE including leadership; strategic planning; customer focus; measurement, analysis and knowledge management; workforce focus; operation focus; result. The application of MBCfPE has a significant effect on organizational performance. In addition, by using MBCfPE it can be seen the position of the organization and the criteria that most influence the performance of the organization so that it can immediately determine the priority of improvement criteria to improve the quality of its services. The recommendation that can be given is that Hospital X can implement MBCfPE on performance appraisals to improve the quality of services at the hospital.

Keywords: Hospital Services Quality, Malcolm Baldrige Criteria for Performance Excellence, Service Improvement.

Introduction

Hospital is one of the health service institutions that conducts individual health services in a complete manner. In providing services, hospitals need to be oriented to patient satisfaction, for that hospitals must be able to create superior performance. Superior performance or performance excellence is used to win global competition by health service providers including hospitals (Herzensus & Suali, 2019). Improved performance can improve hospital quality (Lapoint, 2018). Performance improvement can be influenced by several things, including leadership, strategic planning, customer focus, knowledge management, HR focus, operational focus, and outcome criteria (Farzadnia, 2017). Hospitals in maintaining the quality of health service quality must be guided by the specified standards, one of which is accreditation (KARS, 2012). The quality aspect of a good hospital service reflects the level of hospital success. The quality of hospital services can be realized by maintaining the

effectiveness and efficiency of hospital resources (Heryensus & Suali, 2018a). The success of a hospital in providing quality and safe health services is influenced by several factors, including hospital management, human resources (HR), infrastructure and facilities, and financial management. In addition, the successes and failures of organizations, especially hospitals, are influenced by leadership, HR competencies, and strategic plans (Suandi, 2018).

There are several types of performance measurements that can be performed at hospitals, including the Malcolm Baldrige National Quality Award (MBNQA), the European Foundation for Quality Management (EFQM), and Balance Scorecard (BSC) (Balaboniene & Vecerskiene, 2015). Based on the three measurements, MBNQA is more comprehensive compared to EFQM and BSC because it covers various aspects by taking into account the relationship between the parts in the hospital organization and knowing the position of the organization (Arianta, 2017). This is important as a guideline for improvement or quality improvement plans in hospitals. MBQNA has assessment criteria called the Malcolm Baldrige Criteria for Performance Excellence (MBCfPE). MBCfPE is used to assess and develop manufacturing, service and small business businesses including businesses in the health services field (Haksama, 2018). MBCfPE includes leadership; strategic planning; customer focus; measurement, analysis and knowledge management; workforce focus; operation focus; result (National Institute of Standards and Technology, 2019).

East Java has 19 state-accredited type B hospitals that are nationally accredited, namely 17 plenary accredited hospitals and 2 main accredited hospitals in 2019. In 2017 there were 5 hospitals that were plenary accredited, one of which was Hospital X (SIKARS, 2019). Hospital X annually evaluates the quality and safety of patients (PMKP) by comparing achievements and standards. However, information obtained from PMKP results in 2016, 2017 and 2018 still has not reached the target of 32% in 2016, 44% in 2017, and 47% in 2018 from the target of achievement of PMKP of 100% Based on these data then Hospital X needs a thorough examination or performance measurement to improve the quality and safety of patients in the hospital. The purpose of this study was to analyze Hospital X's performance based on the Malcolm Baldrige Criteria for Performance Excellence (MBCfPE) in an effort to improve hospital quality.

Research Methods

The method used in this research is literature review. Literature review is done by accessing several databases, namely PubMed, Science Direct, Sage Journal and Google Scholar. The search is done by entering the keywords "Malcolm Baldrige" and "Hospital" in the database and is limited to only articles that are "open access". The time limit used in the literature review is 2015-2019. Based on the search 146 article findings were found. Then from that number, 16 articles that were relevant to the application of bladder baldrige in hospitals were selected in 2014-2019.

Results And Discussion

Hospital Performance

Performance is the work of individual employees or groups that can be assessed. Improved performance can improve hospital quality (Lapoint, 2018). Organizational performance is a level of work achieved by an organization in an operational period that is compared with the targets, standards and criteria that have been set previously (Suandi, 2018). Performance indicators are quantitative and qualitative measures of performance that describe the level of achievement of the goals and objectives set by the organization. Performance improvement can be influenced by several things, including leadership, strategic planning,

customer focus, knowledge management, HR focus, operational focus, and outcome criteria (Farzadnia, 2017). The purpose of performance appraisal is to motivate personnel to achieve organizational goals and adhere to predetermined standards of behavior, so as to produce actions and results desired by the organization. Standards of behavior can be either management policies or formal plans as outlined in the organization's strategic plans, programs and budgets. The smoothness of achieving strategic goals needs to be measured. Strategic goals are the basis for measuring performance (Heryenzus & Suali, 2018b).

Hospital Performance Analysis based on Baldrige Criteria

The Malcolm Baldrige National Quality Award (MBNQA) is an award event in force in the United States to award awards to organizations or companies that apply quality management based on the Malcolm Baldrige Criteria for Performance Excellence (MBCfPE) or Baldrige Criteria. MBCfPE or Baldrige Criteria is the basis for conducting a self assessment of a company or organization in giving appreciation and giving feedback to companies or organizations or organizations in an effort to create high quality performance (Herye)

nzus & Suali, 2019). The application of MBCfPE aims to measure commitment to the performance of an organization, and provide a framework for improving and perfecting the performance of the organization. MBCfPE includes leadership; strategic planning; customer focus; measurement, analysis and knowledge management; workforce focus; operation focus; result (National Institute of Standards and Technology, 2019).

Several countries outside the United States have adopted and implemented MBCfPE as the basis for improving company or organizational performance. Several studies have shown the superiority of MBNQA-winning hospitals. Schulingkamp et al. (2015) suggested that MBNQA-winning hospitals provide quality services that are equal or better than their competitors, but at the same time result in a better patient experience. In addition, this method is a valid framework for harmonizing organizational design, strategies, systems and human resources to build long-term effectiveness through an institutionalized high-performance culture. According to (Duarte et al, 2014) Baldrige award winners have innovative leadership strength by incorporating innovation into their organization's vision, mission and values. The results of the study (Unger, 2014), being the winner of MBNQA made the hospital achieve results that exceeded the average for patient outcomes (mortality, complications, patient safety), and system outcomes (ALOS, profitability). Becoming an MNBQA winner also triggers the impact of immediate improvement on performance after receiving an award in terms of measuring patient outcomes, efficiency and finances.

Quality measurement using the Baldrige Criteria provides benefits because it allows organizations to carry out self-assessments. Independent measurements based on the Baldrige Criteria can be carried out on various types of organizations both business, non-profit, education and health (Rakhmawati, 2018). According to (Leonard, 2017) MBCfPE and Self Assessment have helped the organization to achieve a better strategic focus and have an impact on the bottom line of the organization. Research (Alatas & Ayuningtyas, 2019) states that based on MBCfP, it can be seen that the position of Green Hospital in RSUD R. Syamsudin, SH is in Emerging Industry Leaders with leadership criteria that have the highest performance and customer focus criteria that have the lowest performance. Then in research conducted by (Asif, 2019), there is a significant relationship between MBCfPE and organizational performance.

In a study conducted by Muhammad et al (2019), based on MBCfPE, found a significant and positive relationship between participative, administrative quality, medical quality, and patient. From the results of these studies also that to maximize patient satisfaction, hospitals must emphasize the service delivery system must focus on the quality

of administration and the quality of medical facilities. These results are in line with research conducted by Farzadnia et al (2017) who found that the application of MBQNA to Total Quality Management (TQM) in hospitals is very important, not only to improve patient satisfaction, but also to obtain a higher market share, increase profit and build high-performance organizations.

Based on Heryenzus and Suali (2018), the results of a survey through MBCfPE showed that the overall total score from the performance appraisal achieved by the Batam City General Hospital was 763 and the results showed that the hospital's performance was a Business Leader. From these results there are criteria for leadership achieving the highest performance with a percentage of 75.93% and the lowest performance achievement is owned by a 64.42% human resource focus criterion. So that it can be reviewed the focus of improvement in the hospital. Then according to research conducted by Haksama et al. (2018), it was found that the overall score at Hospital X based on Malcolm Baldrige's performance criteria was 762.35 which was included in the excellent criteria. This value indicates that Hospital X has performed an excellent performance.

Conclusions And Recommendations

The conclusion of this study from several previous similar studies is that the application of Malcolm Baldrige Criteria for Performance Excellence (MBCfPE) can have an influence on organizational performance. By using MBCfPE it can be seen the position of the organization and the criteria that most influence on organizational performance so that it can immediately determine the priority criteria for improvement to improve hospital quality.

The recommendation that can be given is that Hospital X can apply the Malcolm Baldrige Criteria for Performance Excellence (MBCfPE) to performance assessments to improve hospital quality. The organization compiles instruments and assessment scores based on MBCfPE guidelines. Then, collect documents that are administrative documents and the results of interviews and surveys using instruments. The hospital then categorizes the results by MBCfPE category and can set priorities for improvement.

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