

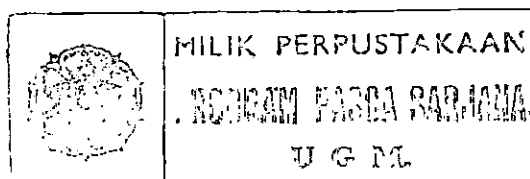
## INTISARI

**Latar Belakang:** Instalasi Gizi RSUD Dr. Murjani Sampit selama ini masih berperan sebagai pusat biaya non produktif (*cost center*), karena hasil kerja pelayanan gizi untuk pasien rawat inap termasuk dalam tarif perawatan, sehingga tidak diperhitungkan secara langsung dalam proses produksi pelayanan kesehatan. Pengeluaran Instalasi Gizi tahun 2002 Rp. 305.558.000,- sedangkan pendapatannya Rp. 80.950.688,- tarif pelayanan gizi telah naik tahun 2002 sekitar 70% namun belum menutupi biaya instalasi tersebut. Instalasi Gizi mempunyai empat tugas pokok, dua diantaranya adalah tugas konsultasi dan pengembangan gizi terapan Instalasi Gizi tidak hanya berperan sebagai *cost center*, karena melalui konsultasi gizi dan pengembangan pelayanan gizi terapan berarti membuka peluang untuk memperoleh tambahan pendapatan sehingga mendukung peningkatan pendapatan rumah sakit secara keseluruhan. Penelitian ini bertujuan untuk mengetahui gambaran pengembangan pengelolaan Instalasi Gizi di RSUD Dr. Murjani Sampit menjadi *revenue center*.

**Metode:** Penelitian ini menggunakan metode deskriptif eksploratif dengan pendekatan kualitatif. Data diperoleh dari observasi dan wawancara dengan Direktur rumah sakit, Kepala Instalasi Gizi, Kepala Dinas, dan pasien atau keluarga pasien di RSUD Dr. Murjani Sampit. Alat analisis yang digunakan adalah analisis SWOT.

**Hasil:** Kekuatan Instalasi Gizi Dr. Murjani *image* yang baik mengenai penampilan kesopanan karyawan, lengkap dan bersih peralatan, penyuluhan gizi, karyawan berkualitas. Kelemahan *image* kurang baik pada penampilan, temperatur, ketepatan waktu temperatur dan aroma makanan, belum dilaksanakan dan pengembangan gizi terapan, belum adanya prosedur tetap. Pengembangan produk yaitu pelayanan penghantaran, konsultasi Gizi pendirian kantin rumahsakit. Dukungan berbagai pihak untuk mengembangkan produk baru memberi peluang pengembangan Instalasi Gizi. Ancaman produk substitusi bidang gizi rumahsakit di Sampit rendah. Produk pengganti disediakan toko, swalayan maupun tempat kebugaran biasanya mencakup lingkup khusus seperti penurunan berat badan, kontrol kadar lemak untuk tujuan kebugaran.

**Kesimpulan:** Dipandang aspek kekuatan, kelemahan, ancaman dan peluang maka Instalasi Gizi Dr. Murjani Sampit berpotensi melakukan pengembangan pelayanan gizi terapan berupa penghantaran makanan diet, pendirian kantin maupun konsultasi Gizi yang berarti cenderung berperan sebagai *revenue center* dari pada *cost center*.



## ABSTRACT

**Background:** Nutrition department of *Dr. Murjani* public hospital still has significant role as a non-productive cost center (cost center). Nutrition Department's expenditure in the year 2002 was Rp 305.558.000,00 while its income was Rp 80.950.688,00. In addition, the tariff for nutrition service has risen around 70% in the year 2002 although this condition still could not cover the costs. Nutrition department has four main duties; two of them are consultation and applied nutrition, which showed that nutrition department has a potential role as revenue centre. The reason of this is because nutrition consultation and applied nutrition development could open the opportunity for nutrition department for obtaining more income in order to support the improvement of total hospital income. This research was aimed to describe the development of nutrition department to become revenue center.

**Method:** This research used explorative descriptive method with qualitative approach. Data was obtained from observation and interview with hospital director, head of Nutrition Department, head of Health Office, and patient or patient's family in *Dr. Murjani Sampit* public hospital. Analysis instrument being used in this research was SWOT analysis.

**Result:** The main strength of Nutrition Department of *Dr. Murjani Sampit* public hospital was the only hospital in the region, the good image of customer especially regarding employees' performance and courtesy, equipment completeness and hygiene, nutrition information, as well as qualified employees. The main weaknesses were customer's bad image toward food appearance, on time service as well as temperature and food's aroma. Other weaknesses were research and development of applied nutrition that was not implemented yet as well as the unavailability of fixed procedure in the operational of nutrition department of *Dr. Murjani Sampit* public hospital. Product development of Nutrition Department was delivery service of diet food in patient's houses and nutrition consultation, as well as the establishment of hospital canteen. There was a support from various parties to develop new product for nutrition department which has given a great opportunity for Nutrition Department development. There was a low threat from product/distribution service in nutrition division at hospital in *Sampit*. The product or substitute service was provided by shop, supermarket and fitness center, but usually this substitute product only covered special scope such as the decreasing of weight, obesity control and other various efforts for fitness purpose.

**Conclusion:** From the aspect of strength, weakness, threat and opportunity; Nutrition Department of *Dr. Murjani Sampit* public hospital had a potential for applied nutrition service development in the form of delivery service of diet food, canteen establishment for patient's family and nutrition consultation in patient's houses which means that this tends to have a role as revenue center rather than cost center.

**Keyword:** cost center, revenue center, external environment, internal environment