

ABSTRAK

Latar Belakang : Rumah Sakit memiliki kewajiban memberikan pelayanan kesehatan yang aman, bermutu, antidiskriminatif, dan efektif dengan mengutamakan kepentingan pasien sesuai dengan standar pelayanan Rumah Sakit. Biaya pelayanan kesehatan di rumah sakit yang semakin membesar dan semakin banyaknya diagnosa dan jenis pelayanan yang diterima pasien membuat Rumah Sakit mencari cara untuk dapat menekan biaya pelayanan dan tetap menjaga mutu dan keselamatan pasien sehingga pengelolaan harus berfokus pada pengendalian mutu dan pengendalian biaya. *Case management* merupakan salah satu inovasi manajerial dalam pelayanan kesehatan, yang dapat mengendalikan utilisasi sumber daya, meningkatkan mutu pelayanan, mengurangi variasi proses pelayanan dan meningkatkan kepuasan pasien dan staf. Rumah Sakit Akademik Universitas Gadjah Mada (RSA UGM) telah memiliki *case manager* sejak tahun 2015 sebanyak 2 orang *case manager* purna waktu (2 orang berprofesi Ners). Layanan *case management* oleh *case manager* diberikan pada pasien yang kompleks penanganannya, yang sering terjadi biaya pelayanan melebihi biaya klaim dari BPJS serta waktu pelayanan yang panjang. Upaya bersama mencapai luaran pelayanan pada pasien menjadi tanggung jawab dari tim asuhan dengan didorong oleh fungsi koordinasi, fasilitasi dan komunikasi dari *case manager*. Peran *case manager* perlu dievaluasi agar diketahui efektivitasnya dan dapat menjadi masukan bagi manajemen untuk pengambilan keputusan.

Tujuan : Penelitian ini bertujuan untuk mengetahui peran *case manager*, implementasi *case management*, capaian luaran *case management* terkait kendali mutu kendali biaya dan efektifitas peran *case manager* dalam peningkatan luaran / *outcome case management* dalam pengendalian mutu dan biaya di Rumah Sakit Akademik Universitas Gadjah Mada (RSA UGM).

Metode : Studi kasus tunggal dengan partisipan tim *case management* RSA UGM yang terdiri dari *case manager*, Manajer rumah sakit (Kepala Bidang Pelayanan Medik), PPA/Profesional Pemberi Asuhan, *coder*, dan keluarga pasien. Penelitian dilakukan di RSA UGM dengan data primer diambil dari wawancara mendalam, diskusi kelompok terarah serta data sekunder berupa capaian *outcome case management* yang berkaitan dengan kendali mutu kendali biaya.

Hasil : *Case manager* di RS Akademik UGM telah melakukan peran serta fungsinya serta melaksanakan implementasi *case management* dengan baik dan sesuai, sehingga dapat disimpulkan *case manager* di RS Akademik UGM efektif dalam peningkatan luaran/*outcome case management* terkait kendali mutu kendali biaya di RSA UGM, yaitu pada lama hari rawat (LOS), pencegahan kejadian readmisi, dan peningkatan kepuasan pasien rawat inap, tetapi pada pencegahan insiden keselamatan pasien dan pencegahan penundaan pasien pulang efektivitasnya belum dapat disimpulkan walaupun dalam peran dan fungsinya telah mendukung untuk peningkatan luaran tersebut.

Kesimpulan : Peran *case manager* di RS Akademik UGM efektif dalam peningkatan luaran *Length of Stay*, kepuasan pasien rawat inap, jumlah kejadian readmisi, sedangkan pada jumlah penundaan pasien pulang dan kejadian keselamatan pasien belum dapat disimpulkan.

Kata Kunci : *case manager, case management, peran, efektivitas*

ABSTRACT

Background : Hospitals have an obligation to provide safe, quality, antidiscriminatory, and effective health services by prioritizing patient interests in accordance with hospital service standards. The increasing cost of health services in hospitals and the increasing number of diagnoses and types of services received by patients make hospitals look for ways to reduce service costs and still maintain quality and patient safety therefore the management must focus on quality control and cost control. Case management is one of the managerial innovations in health care, which can control resource utilization, improve service quality, reduce variations in service processes and increase patient and staff satisfaction. Academic Hospital of Gadjah Mada University (RSA UGM) has had case managers since 2015 as many as 2 full-time case managers (2 people with Ners profession). Case management services by case managers are provided to patients with complex handling, which often occurs the cost of services exceeds the cost of claims from BPJS and long length of stay. Joint efforts to achieve patient outcomes are the responsibility of the care team driven by the coordination, facilitation and communication functions of the case manager. The role of the case manager needs to be evaluated in order to know its effectiveness and can be an input for management for decision making.

Objectives : This study aims to determine the role of the case manager, the implementation of case management, the achievement of case management outcomes related to cost control quality control and the effectiveness of the case manager's role in improving case management outcomes in quality and cost control at the Academic Hospital of Gadjah Mada University (RSA UGM).

Methods : A single case study with respondents from the case management team of Gadjah Mada University Academic Hospital (RSA UGM) case managers, DPJP/Doctor in Charge of Services, Hospital Manager (Head of Medical Services), PPAs/Professional Care Givers, coder, and patients. The research was conducted at Gadjah Mada University Academic Hospital with primary data collected from in-depth interviews, focus group discussions, and secondary data is in the form of achievements related to case management outcomes.

Results : Case managers at UGM Academic Hospital have performed their roles as well as their functions and carried out the implementation of case management properly and accordingly, so it can be concluded that case managers at UGM Academic Hospital are effective in improving case management outcomes related to cost control quality control at UGM Academic Hospital, namely on length of stay (LOS), prevention of readmissions, and increased inpatient satisfaction, but on preventing patient safety incidents and preventing patient delays in discharge cannot be concluded.

Conclusion: The role of case managers at UGM Academic Hospital is effective on improving Length of Stay outcomes, inpatient satisfaction, the number of readmissions, while on the number of delays in discharge and patient safety incidents cannot be concluded.



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Keywords : *case manager, case management, role, effectiveness*



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