

INTISARI

Latar Belakang: RSUD Elia Waran merupakan rumah sakit tipe C di Kabupaten Manokwari Selatan, Papua Barat, yang masih menghadapi keterbatasan sumber daya dan ketergantungan tinggi pada APBD. Penerapan PPK-BLUD diharapkan meningkatkan efisiensi dan kualitas pelayanan.

Tujuan: Menganalisis kesiapan RSUD Elia Waran menuju PPK-BLUD pada tiga dimensi: tata kelola kelembagaan, sumber daya manusia, dan sistem keuangan, serta mengidentifikasi kendala dan strategi percepatannya.

Metode: Penelitian kualitatif dengan metode studi kasus. Data dikumpulkan melalui wawancara mendalam (10 informan kunci), studi dokumen, dan observasi, kemudian dianalisis secara tematik dengan kerangka New Public Management.

Hasil: RSUD Elia Waran telah memenuhi persyaratan administratif BLUD (Perbup No. 71/2025 dan No. 128/2025). Kesiapan SDM belum optimal dengan dominasi tenaga non-ASN (66,25%) dan insentif berbasis kinerja belum konsisten. Rasio kemandirian keuangan masih rendah (7,9% di 2025) dengan ketergantungan APBD 92-96%. Kendala utama meliputi harmonisasi regulasi, keterbatasan kapasitas SDM, dan pemahaman keliru tentang BLUD.

Kesimpulan: RSUD Elia Waran belum siap secara operasional penuh namun memiliki kesiapan administratif dan strategis untuk memulai BLUD secara bertahap. Strategi tiga tahap (penguatan fondasi, implementasi terbatas, otonomi penuh) direkomendasikan dengan didukung mandatori Otsus Papua.

ABSTRACT

Background: RSUD Elia Waran is a type C hospital in South Manokwari Regency, West Papua, that still faces resource limitations and high dependency on the Regional Budget (APBD). PPK-BLUD implementation is expected to improve efficiency and service quality.

Objective: To analyze the readiness of RSUD Elia Waran towards PPK-BLUD across three dimensions: institutional governance, human resources, and financial system, as well as to identify obstacles and acceleration strategies.

Method: Qualitative research with a case study approach. Data were collected through in-depth interviews with 10 key informants, document review, and observation, then analyzed thematically using the New Public Management framework.

Results: RSUD Elia Waran has fulfilled the administrative requirements for BLUD (Regent Regulation No. 71/2025 and No. 128/2025). HR readiness remains suboptimal with dominance of non-civil servant staff (66.25%) and inconsistent performance-based incentives. The financial independence ratio remains low (7.9% in 2025) with 92-96% APBD dependency. Main obstacles include regulatory harmonization, limited HR capacity, and misconceptions about BLUD.

Conclusion: RSUD Elia Waran is not yet fully operationally ready but possesses adequate administrative and strategic readiness to begin gradual BLUD implementation. A three-stage strategy (foundation strengthening, limited implementation, full autonomy) is recommended, supported by the Papua Special Autonomy mandate.

Keywords: RSUD Elia Waran, PPK-BLUD, organizational readiness, New Public Management