

## **Reconstruction Of Performance Measurement Models For Mental Hospitals**

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### **ABSTRACT**

The purpose of this study is to build a performance measurement model which appropriate with the characteristics of the RSJ. This research uses a qualitative case study approach. The results showed that the RSJ used the BSC performance measurement, while the BSC was limited to four perspectives. So that there is an important aspect that has not been included in the BSC, namely the aspect of care. Nurse care for patients, organizational care for employees and patients as well as additional spiritual healing to accelerate patient recovery. The performance measurement model proposed by the researcher is directly based on the organizational goals of RSJ, it is expected that the performance measurement model that is directly executed from the goal will directly impact the achievement of targets without neglecting the values that have been adopted by RSJ.

**Keywords:** Case Studies, Mental Hospital, Performance Measurement Model

### **INTRODUCTION**

Performance measurement has an important part to do as part of a strategy to achieve the expected goals. Performance measurement involves all existing resources in the organization to be able to maximize output which can give a positive and deep impression to stakeholders, in this case the customer.

*"You cannot manage what you do not measure, if you do not measure it, you cannot improve it, if you can't define performance, you can't measure or manage it". (Sobirin, 2014): 12)*

These three ancient proverbs emphasize that it is impossible for a person in the position of manager or top leadership of an organization to be able to properly manage the performance of his subordinates or employees as a whole if he does not measure or assess performance properly.

On the basis of this thinking, it can be understood that in increasing organizational effectiveness, management and leaders must first determine their current performance so that measurement is the key to managing more effectively. Performance measurement is the process of assessing the progress of an organization in achieving its goals and objectives (Kairu, 2013). In line with Koumpourus (2013) which defines performance measurement as a measure of the extent to which an organization can meet its objectives.

Hospital is an organization engaged in the health industry. The healthcare industry has become one of the largest businesses in the world, expensive and the fastest growing industry because it forms a large part of the country's economy (Shukri & Ramli, 2015). Therefore, currently hospitals face challenges that are not much different from non-medical organizations, where as it is known, that health is important, accuracy, speed in handling is quite significant coupled with the most efficient cost and several modernization of medical equipment that has become valuable assets of today's. So that the implementation of hospital health in Indonesia faces increasingly complex challenges.

According to Ware (2019) based on a report by the National Audit Office (2016) UK (United Kingdom), there is data that 62 percent of elderly people with chronic pain spend a lot of time in hospital beds. There are also several follow-up reports due to patient delays in medical treatment due to having to wait for experts. Based on this, the length of patient treatment is a problem that is often faced by hospitals, this is a picture of the poor performance displayed by the hospital.

Poor performance also affects the existence of the hospital, therefore it is necessary to measure performance that can assist management in overcoming problems with poor performance. Currently there are several performance measurement models, such as BSC (Balance Scorecard), PP (performance Prism), Camels and RGEK.

The Balance Scorecard developed in 1992 is a management accounting tool that translates an organization's mission, strategy and goals into performance measures consisting of four perspectives such as finance, customers, internal business processes and learning and growth (Shukri & Ramli, 2015). BSC is indeed a complete package in terms of managerial strategy and can measure performance from a variety of perspectives. However, in this case, the measurement of performance such as BSC when used in a hospital, according to the researcher, is still inaccurate because BSC is in practice more precise and more recommended for profit-oriented business organizations. Unlike organizations whose main purpose is to seek profit / profit, on the other hand, in government organizations, BLU (Badan Layanan Umum / Public Service Agency) is the improvement of services to the community.

The performance measurement system by a hospital leader cannot be measured solely by high profit income or cost efficiency alone. Not only for patients who queue up and then receive treatment to pay for the administration of medical treatment, but also several other supporting aspects.

Mental Hospital (RSJ) Dr. Radjiman Wediodiningrat Lawang is a health service institution as well as an entity that has responsibility to stakeholders and must provide optimal service to the community. So that hospital management needs a measuring tool to find out how well the hospital is performing. In measuring performance, the hospital uses national standards that have been set by the government, namely Peraturan Dirjen Perbendaharaan, Kementerian Keuangan No. 36 of 2016, where the performance measurement used is the measurement of financial and non-financial performance.

At this time Mental Hospital (RSJ) Dr. Radjiman Wediodiningrat Lawang uses the BSC performance measurement model. Meanwhile, it is known that BSC is generally more

suitable when used in organizations aimed at profit. So that the RSJ makes the BSC version of the RSJ itself, but in the BSC version of the RSJ there is no performance measurement in the aspect of service provision by employees. Based on previous explanations that performance measurement includes all aspects of organizational resources, it is very important to include elements that involve the form of employee service. Because RSJ is basically a service, so the element of measuring its good performance is based on how the service is provided to patients, how it contributes to accelerating patient recovery and other things related to services such as the vision of RSJ. The existing performance measurement in RSJ or BSC in the current version of RSJ is more dominant physically and organizationally and seems to ignore performance measurement in the aspect of service provision by human resources. The role of service provision by employees can also affect organizational performance in the sense that it also plays an important role in fulfilling the objectives of RSJ.

Based on the background that has been described, the authors are interested in conducting research on the reconstruction of performance measurement models in RSJ. The research focus is to build a performance measurement model that is appropriate and in accordance with the conditions and characteristics to be applied. RSJ dr. Radjiman Wediodiningrat Lawang was chosen as the research location because RSJ is a special class "A" mental hospital, namely a central hospital located in the province of East Java and is a specialized referral hospital in East Java. So that we need a special model in the performance measurement system which is expected to contribute to RSJ dr. Radjiman Wediodiningrat Lawang in particular as well as other RSJ (mental hospital) as optimal and quality mental hospitals in providing services.

## **RESEARCH METHOD**

This research uses a qualitative approach. This study aims to construct or build a performance measurement model that is appropriate and appropriate to a mental hospital. In this case, the researcher uses a single instrumental case study research type because the researcher needs to explore the problem or issue or phenomenon in depth specifically regarding performance appraisal both currently used and those that need to be used in the future, so that it will be useful for researchers. in building a model or construct that is appropriate or suitable for use in mental hospitals in terms of performance appraisal.

The collection procedure is carried out by observing, interviewing and reviewing documents or documentation. The research location in this study is RSJ dr. Radjiman Wediodiningrat Lawang (RSJRWL) as mental hospital, having the address of Lawang District - Malang Regency, East Java. Primary data were obtained by researchers from informants. Secondary data obtained by researchers can be in the form of text / writing, recordings, photos related to the performance appraisal process

Researchers conducted data analysis, including data processing, looking for important data related to themes. Presentation of data that has gone through data processing (data reduction) to be presented (data presentation) is in accordance with the focus of the study. Then in the last stage, the researcher draws conclusions through the data that has been presented or looks for important points so that it is easy to understand.

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## **RESULTS AND DISCUSSION**

### **RSJRWL Performance Measurement Model**

The performance measurement model at RSJWL uses four perspectives according to the Balance Scorecard (BSC) performance measurement model. RSJRWL adopted and remodeled the BSC to become the BSC version of the RSJRWL. Like BSC in general, there are four perspectives. RSJRWL also has four perspectives, but this perspective has been changed to the RSJRWL version, namely the stakeholder perspective, business perspective, HR and organizational perspective and financial perspective.

From the stakeholder perspective RSJRWL has a strategic goal of creating stakeholder satisfaction with its main performance indicators, namely, the health level of the BLU Hospital, the level of patient and community satisfaction, the level of employee satisfaction, the level of student satisfaction and the percentage of complaints that are followed up.

From a business process perspective, RSJRWL has strategic goals, namely, the creation of quality services, the realization of hospital and community-based service innovations, the development of cooperation with network institutions in services, education and training and the creation of an effective internal business process. The realization of quality services has key performance indicators that are nationally accredited and JCI. The realization of hospital and community-based service innovations has the main performance indicators, namely, the number of development types of hospital-based psychogeriatric services and the number of development types of community-based psychogeriatric services. The realization of the development of cooperation with network institutions in services and research has main performance indicators, namely, the number of psychogeriatric service network institutions, the number of psychogeriatric education network institutions, the number of psychogeriatric research network institutions, the empowerment of Primary and Secondary PPK (Pemberi Pelayanan Kesehatan/ Health Service Provider) services, the realization of cooperation with sister hospitals abroad and in Indonesia. and the percentage of supervision carried out by education networks.

From the perspective of personnel and organizational development, RSJRWL has strategic objectives, namely, the creation of a performance culture that is committed to excellent service, the realization of increased competence in Human Resources, the realization of asset reliability for psychogeriatrics and the achievement of an integrated Information Technology system. The realization of a performance culture that is committed to excellent service has a main performance indicator, namely the percentage of employees who behave according to work culture. The realization of an increase in the competence of Human Resources has a main performance indicator, namely the percentage of employees who meet competency standards. The realization of asset reliability for psychogeriatrics has a main performance indicator, namely OEE (Overall equipment effectiveness). The achievement of an integrated Information Technology system has a key performance indicator, namely the level of hospital Information Technology integration.

From a financial perspective, RSJRWL has strategic goals, namely the realization of cost efficiency and achieving an increase in hospital income. The realization of cost

efficiency has a main performance indicator, namely Operational Expenditure Income (POBO). The achievement of an increase in hospital income has a main performance indicator, namely the level of income growth.

### **Spiritual Factors in RSJRWL**

In supporting the process of accelerating patient healing, of course, supporting resources are needed in the service process. Human resources play an important role in fulfilling the effectiveness of the performance of an organization in achieving its goals (Khan, 2018). Of course, it is also supported by complete facilities and infrastructure that are also suitable for use and other supporting things.

Based on the results of observations when the researcher visited the research location. The researcher found a situation that was different from the personal researcher previously thought. There is a sense of concern if a patient with mental disorders goes berserk considering the patient's unstable condition. During the research process, researchers witnessed in the patient care room, nurses infiltrated elements of spiritualism. Not only at the time of starting and finishing a meal then taking medication, before the patient takes a nap to rest, the nurse directs the patient to pray based on their respective beliefs. However, also on Friday when male Muslims have an obligation to pray in congregation at the mosque, nurses do not prohibit patients who also want to carry out Friday prayer activities at the mosque. But still pay attention to the safety of these patients, because their status is still a mental disorder patient in treatment so that the patient is still being monitored until it is confirmed that he is completely cured.

Spiritual matters actually don't stop there, RSJRWL also has prayer therapy, which is given to patients. So, the patient does not just wake up, eat and take the finished medicine. RSJ forms an ad hoc team or a special team to provide prayer services for its patients. The worship service providers in this case are internal staff of the RSJ itself, from various beliefs, such as Muslims, Christians, Catholics and Hindus. It's just that there are no Hindu patients who are treated at RSJRWL and there are no Buddhist worship services besides there are no patients who have Buddhist beliefs. However, RSJRWL also provides therapies that can stimulate patient recovery faster and can return to their normal activities when they arrive at their home.

As human beings who believe, of course, belief in prayer and healing also go hand in hand (Siregar, 2016). This shows that spiritual healing is important and is related to inner calm.

Spiritual healing is a series of therapies that are rarely paid attention to by some non-Islamic hospitals such as RSJRWL. Adeeb and Bahari (2017) state that the spiritual approach to schizophrenic patients or patients with mental disorders that has been neglected by many hospitals has a significant impact on the speed of the healing process. This statement is the same as Ridawati's (2014) statement which states that people with mental disorders when given spiritual healing and those who are not given spiritual healing have a significantly different result where people with mental disorders who are given spiritual healing recover faster than those who are not given spiritual therapy.



Spiritual healing is meant to include a spiritual element in caring for the patient. There are many hospitals that still ignore how important spiritual healing is to participate in achieving the hospital vision. Spiritual needs have been a form of personal need. During the research process, researchers witnessed in the patient care room, the nurse introduced elements of spiritualism.

Lucchetti (2012) states that not all people with mental disorders can receive spiritual healing. Patients with mental disorders who can receive spiritual healing are those with mental disorders who have gradually improved to normal, meaning that patients whose conditions both delusional and hallucinations have decreased.

The indicators that the researcher can propose based on some of the explanations above are nurses giving directions to pray before carrying out ADL activities and nurses giving the opportunity to take part in religious studies.

### **Factors of Caring for Nurses at RSJRWL**

A good relationship between patients and nurses can have the impact of reducing the length of stay in the hospital, increasing quality and satisfaction that not only patients but also nurses have (Mula and Estrada, 2020).

Dealing with patients with mental disorders, which means that the patient's emotional condition is unpredictable, sometimes can get angry suddenly, of course, cannot be faced with nurses who also get angry with the patient. Even when dealing with patients with controlled emotions under the influence of drugs when building communication and giving directions, it cannot be emotional, rude or other things that build up the patient's emotions, the nurse must also be able to adjust the patient's condition which must be firm, firm but still direct in a better direction. So that here the active role is the nurse, where the relationship between nurse and patient is closer to the care process.

Mula and Estrada (2020) define the role of nurse caring for patients as positioning a nurse like a mother. Concern such as presenting friendliness, respect and respect for others in order to improve and improve the condition and way of life of patients (Nurbiyati, 2013).

When the researchers conducted observations and interviewed non-mental patients who had queued at one of the outpatient clinics. The patient said that waiting for the queue was indeed saturated, but because it was handled with friendliness and a good psychological atmosphere, the boredom of queuing was lost. Moving on to the next patient who stated that the family was sad and afraid because there was a family member who was nervous and indicated mental disorders, but the role of the nurse in giving confidence to the patient's family that the patient who is also a family member will definitely recover if he is treated at RSJRWL and his condition will be stable so there's nothing to worry about.

Based on the results of these observations, it can be concluded that hospitality which includes the aspect of caring is very important in improving the psychological condition of the patient and the patient's family. It is hoped that this will encourage the recovery of the patient to be healthier.

So that the competence of nurses is not enough to be able to help patients especially with patients with mental disorders recovering quickly, but also loyalty and diligence is

needed in this case is the care of nurses to patients. Where the nurse positions herself as the person closest to the patient, so that the nurse plays an important role in the patient's healing process.

Being a nurse who is considered the most frequently interacting with patients, indirectly has the main intervention. Dealing with patients with mental disorders whose emotional conditions are sometimes stable and sometimes not, the intervention needed is caring for the physical and psychological aspects (Firmansyah, 2018) as the foundation for the nursing profession which is actually needed by the patient. The care shown by nurses to their patients such as giving attention, comfort, compassion, health care, empathy, protection, motivation, trust, interest, being present and helping patients in dealing with their illness is part of the sense of caring itself (Watson, 2012). Nurses are expected to have a caring aspect because nurses have an integral profession in the patient's treatment process.

Jean Watson (2012) has a theory regarding Human Care, it is said that a nurse has at least ten factors in supporting the patient's healing acceleration process. These ten factors are the humanistic value system - altruistic, beliefs and expectations, sensitivity, building trusting relationships, acceptance of positive and negative feelings, problem solving in decision making, increasing interpersonal teaching and learning, the existence of a psychological environment, helping to meet basic, existential needs, phenomenological.

Humanistic - altruistic value systems (Watson, 2012) promote human values and prioritize the interests of patients over personal interests. Confidence and hope (Watson, 2012) are nurses' way of fostering confidence and hope in patients to recover. Sensitivity (Watson, 2012), nurses are required to have sensitive feelings or sensitive feelings towards patients, nurses are obliged to study the patient's moods so that the nurses themselves can be more sensitive to themselves, authentic or what they are like accepting the presence of others in terms of this is patient and accept any condition to yourself. Building a trusting relationship (Watson, 2012), being a professional nurse is how nurses can create a trusting relationship with the client, in this case the patient. Acceptance of positive and negative feelings (Watson, 2012) is a nurse who is ready for all positive and negative feelings that will be given by clients or patients. In solving problems in decision-making (Watson, 2012), nurses in their decision-making process always apply the mindset and approach of nursing care, namely scientific nursing based on nursing theory or science whose focus is how to provide services to patients. The increase in interpersonal teaching and learning (Watson, 2012) is that nurses are able to provide facilities in teaching and learning for patients, so that nurses are expected to help patients to be able to meet the patient's personal needs (activity day living). The existence of a psychological environment (Watson, 2012), patients with different characters will definitely experience changing situations, the role of nurses has an obligation to assess and understand the abilities of clients (patients) who experience these changes from both the internal and external environment and the nurse has a role. to be able to encourage and provide opportunities for patients to adapt both physically, mentally and emotionally. Assisting in meeting basic needs (Watson, 2012), the role of nurses as caregivers for patients has a long time with patients, so that the nurse's job in this case is to help patients meet their basic needs both physically and psychologically, namely a sense of security, protection, eating, drinking, bathing, making up, clothing, resting, and defecating.

Phenomenological essential (Watson, 2012), namely growing the level of patient understanding at a mature level of all forms of conditions.

The ten factors of concern by Jean Watson are forms of ideal moral that really must be owned by nurses. Based on the explanation of some of the factors above, it can be proposed indicators that are summarized from several of the factors above. So that the indicators proposed include the following, the nurse advises the patient to call him if there are patients who experience difficulties or problems besides the nurse also often asks about what the patient feels or his complaints; the nurse gives directions patiently in doing if it is not possible to do it by the patient alone until the patient is able to do it independently but still monitors it; nurses provide a patient attitude in carrying out the care process for patients and provide comfort such as calmness in controlling the voice and ensuring that the patient care uniform, bed and other related things are in proper and clean condition; regular nurses in assessing or assessing the patient's condition; professionalism, responsiveness in handling patients in any condition and maintaining friendliness with a greeting smile; nurses provide care services and medicines to patients in a timely manner based on SOPs; the nurse provides motivation to think positively and be calm about her condition, as well; the nurse always puts the interests of the patient first.

### **RSJ Concern Factors for Employees and Patients**

Concern should not only be owned by nurses but also how RSJRWL should also have good care for employees and patients. The current concern for patients can be in the form of providing comfort and also other social activities such as holding free examination events, mental health counseling and other things. Concern for employees is in the form of supporting the development of employee competencies such as training, then ensuring work safety, fair treatment of each employee and other things that can motivate the performance of employees.

The form of concern of RSJRWL includes RSJRWL never refusing patients and never prohibiting patients from returning just because they do not have money, but RSJRWL provides easy payment by monthly installments to an account belonging to the designated RSJRWL, RSJRWL only requires leaving a stamped statement for patients who unable to pay in full to make payments in installments until it is fully paid. In addition, RSJRWL also facilitates its employees to continuously update their knowledge in order to provide excellent service for patients, such as providing high school scholarships for employees who wish to continue higher education, training which requires employees to carry out 20 hours per year.

The concern of the organization is important to enter into performance measurement because it can spur motivation from employees and as a form of contribution from RSJ to patients who participate in providing an assessment of the performance of RSJRWL. So that the achievement of goals becomes easier.

Concern for patients as a form of obligation from RSJRWL to patients. Patients not only receive services from the hospital in general, but the hospital's attention to patients also deserves to be given. Utarini (2010), quoting from the National Health Service (NHS, 2010) which is also applied to the British Ministry of Health (UK Department of Health) states that the things that patients and their families have the right to get from the hospital include patients who meet the requirements. In making decisions, providing



access to information in the form of medical records to patients and certain patient families, patients and patients' families can choose service providers, namely doctors and get information about the treatment to be given, open to national and international hospital ratings for patients and the general public, Collaboration with the patient's family in the patient's healing process in the hospital, and the hospital is open to complaints and difficulties faced by patients and provide solutions.

Involving patients in decision-making is something that may be foreign to mental hospitals, but here the NHS also mentions patients who are eligible, meaning that not all patients can be involved in making this decision. Rather patients who are eligible. The conditions that can be used are patients who are undergoing control treatment, meaning that the patient is healthy and is still an outpatient at the hospital.

It can be understood that the position of RSJRWL is as a hospital that treats patients with mental disorders and the condition of patients with mental disorders is rather difficult if invited to sit together in the decision-making process. However, this can be addressed with the patient's family whose conditions allow or maybe other customer representatives, considering that RSJRWL also accepts practical students who are also RSJRWL customers, it can also be campus representatives such as lecturers or campus parties who have a relationship with practical student affairs. at RSJRWL. Because (Utarini, 2011) all services are based on patient-focused services, all decisions must also involve the patient, no decision about me without me (there is no decision about 'I' without an 'I' opinion) this is also the norm mentioned on the NHS. Staniskiene (2018) states that the role of employees receives less attention from internal organizations, which in fact employees are part of relevant stakeholders in achieving organizational success.

In addition to the care given by service providers in this case are employees or those who often come into contact with patients, namely nurses, RSJRWL also has an important role in giving a deep positive impression to its employees. This is important in order to motivate employees to work harder and create a sense of belonging where a sense of belonging can lead to employee loyalty which can spur good performance for RSJRWL. Nikolaou (2013) reveals that actually what employees want in any industry is not a big difference.

Stanieskiene (2018) states that the main factor in supporting the performance of its employees in various lines, both in the construction, health, manufacturing industries is employee participation, employee cooperation, equal opportunities, employee development, health and safety and external partnerships.

By fulfilling all the criteria, it is expected that organizational performance will lead to a better direction. So that the indicators that the researchers can propose in measuring the organizational performance of employees and patients based on the above explanation are as follows, involving the role of customer representatives in making strategic decisions for RSJRWL; involve the role of employees in strategic decision making at RSJRWL; patients and their families have easy access to information on health services provided; patients and their families are free to choose doctors; RSJRWL always publishes the rating and types of accreditation that have been achieved; RSJRWL collaborates with the patient's family in order to achieve a faster healing process; RSJRWL is open in communication with RSJRWL customers;

RSJRWL provides prayer facilities and other supporting facilities (atm, bank, canteen, etc.); RSJRWL management fosters a culture of cooperation between employees in providing services to patients; open the same opportunities for RSJRWL employees; provide training for more than 20 hours for health workers and training for operational support personnel for RSJRWL employees, and; guarantee the health and safety of the employees of RSJRWL.

### **Formulation of RSJRWL Objectives**

Kaplan (2013) reveals that the success of an organization in implementing performance measurement into a strategy is by fulfilling five pillars, namely, setting ambitious goals, translating a clear vision strategically, aligning the organization and employees with strategy, linking budget with strategy and making strategy a process that is strategic. sustainable. Hansen and Mowen (2013) argue that performance measurement is how an organization can translate the organization's mission and / or strategy into organizational goals.

So that the vision of RSJRWL contains the goals of the organization itself. Based on this vision statement, the researcher believes that the good vision of RSJRWL does not contain the ambition to be achieved. Wirapraceka (2016) states that a good vision has the following criteria, simple sentences, inspiring, well written and using appropriate language, easy to understand, easy to remember, focused, testable, changeable, realistic and contains future aspirations or desires front. So the researchers propose the vision of RSJRWL without reducing the essence of the previous vision, namely: "To become a quality mental hospital with comprehensive mental health services in order to achieve an increase in the quality of life".

The mission of dr. Radjiman Wediodiningrat Lawang already reflects the criteria stated by Niven (2016), namely simple and clear, inspiring change, long-term and easy to understand and communicate.

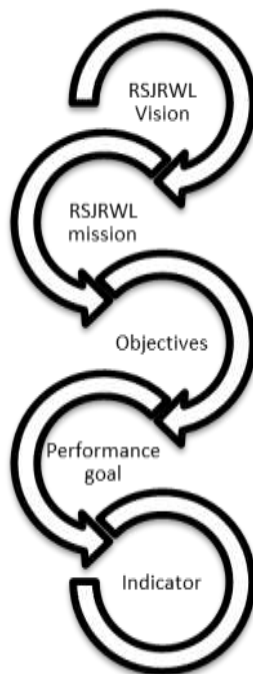
The mission contained in RSJRWL includes increasing promotive, preventive and early intervention efforts through sub-specialized approaches to increase mental capacity at all age ranges, improve mental well-being and quality of life for the elderly through comprehensive medical services and ensure patient safety, develop education, superior, integrated and competitive mental health research and training, strengthening effective, efficient, clean and innovative organizational governance, increasing access to mental health services through cross-sector partnerships.

One of the RSJRWL missions is said to strengthen effective, efficient, clean and innovative organizational governance. This mission needs to be further simplified into a system of good governance, because the principles of good governance consist of effectiveness, efficiency, transparency and accountability. This is based on PP. 101 of 2000, that good governance has the principles of professionalism, accountability, transparency, excellent service, democracy, efficiency, effectiveness, rule of law and can be accepted by all people. So that the mission that the researcher proposes for mission number 2 is "Creating good and innovative governance in responding to community demands".

### **Reconstruction of the RSJRWL Performance Measurement Model**

RSJRWL currently uses the BSC performance measurement method. If it follows the principles of the BSC pioneered by Kaplan and Norton (2010), that in general the BSC measurement strategy is more appropriate for private companies whose ultimate goal is financial success. Kaplan and Norton (2001) even admit that BSC is more suitable for use in profit organizations, because non-profit organizations have more complex goals than business organizations in general, namely profit. Niven (2006) also says that the goal of government organizations and non-profit organizations is to succeed in achieving the stated mission, not financial success.

**Figure 1.1 Map of the performance**



Benkova (2019) states that currently government organizations engaged in services have more challenges and are faced with a really dynamic situation, so the use of non-financial aspects is still very important beyond the financial aspect. Furthermore, Benkova (2019) also states that BSC is still thick with its financial aspects even though it has managerial supporting aspects. Kureshi (2014) states clearly that the use of BSC in service-based government organizations is still not able to be bridged by the BSC performance measurement. Kureshi further said that the use of BSC actually narrows the space for measuring performance from all corners of government organizations, such as how to measure employee performance in ethical terms, there is no measurement regarding the external environment because after all conditions from the external also affect the internal environment. As in RSJRWL, in the BSC performance measurement version of the RSJRWL, there is still no measurement of the performance of nurses' care and RSJRWL care to patients or employees.

Based on the research results, the researcher found that the BSC was not socialized to the staff up to the level of field implementers, the strategic map which should have been understandable was also not socialized. This refers to one of Kader (2011) 's statements, namely the failure of BSC implementation is the absence of top to down

communication. So, if it is concluded that the RSJRWL version of the BSC cannot run effectively, one of them is because there has been no socialization from the office holders to all field implementing staff. This has an effect on employee loyalty to the success of RSJRWL in the future, employees are only challenged to be able to do their daily work only, but such as participating in providing ideas and solutions in risk mitigation where field workers often interact with various kinds of problems are limited because all decisions and regulations come from superiors.

Based on the explanation above, it would be nice if BSC is used for companies that are trying to increase financial success. This is because the focus of RSJ is on fulfilling the vision, which is to provide benefits in the form of service to customers, in this case, patients, students, practitioners and the community. So that the tendency of the RSJRWL goal as a government organization is to ignore the financial orientation that financial success is not the main goal.

The health service that the community hopes is not merely to recover from the disease and then to pay for it, but to form a good perception in the eyes of the patient is also an important factor in supporting the speed of the healing process. Not only as a support in the speed of the healing process but also as an illustration of a good hospital performance. This is based on the opinion of Siregar (2016) which explains that currently hospitals only focus on physical service patterns, but there are other things that can affect the healing process of patients in hospitals that are not really considered. If we look at the strategic objectives and KPI in the performance measurement in RSJRWL, it seems that there are no such supporting factors. The performance measurement displayed by RSJRWL is only physical in nature.

Neely and Adams (2002) stated that in designing performance measurement, it starts with stakeholders. Where Stakeholders have an important role in determining the goals of the organization. Stakeholders according to Kaplan (2010) have five groups, namely shareholders, customers, communities, suppliers and employees. If the RSJRWL stakeholders include the government because RSJRWL is under the auspices of the ministry of health, RSJRWL employees, customers (patients and students practicing), dewas (supervisory board), communities and organizations (local community organizations, professional organization communities, NGO communities care for people with mental disorders, educational organizations (campuses, educational foundations), KPKNL, operational support banks, BPJS, PMI), social services, Network Hospitals and the Press.

Fontaine (2006) said that organizational vision is a form of stakeholder value. Fatima (2019) states that designing performance measurement starts from the vision and mission, which contains the direction and orientation of the company or organization. Furthermore, Fatima (2019) said that the direction and orientation of the company will lead to a strategy for how goals can be achieved. So that in starting the design of a performance measurement model, a goal is needed to be achieved but still in the corridor of the organization's vision and mission.

The map of the performance measurement model shows the steps in measuring the performance of RSJRWL. It begins with an organizational vision. Where vision is the main goal, vision is a guideline for the organization to be taken in which direction. So it is important for organizations to always focus on the vision. The vision is described as



the manifestation of the wishes of the organization's stakeholders. In realizing the vision of RSJRWL, an organizational mission is needed. Furthermore, the organizational mission is revealed to be organizational goals. Organizational goals can be used as a strategy by compiling several performance targets in the framework of measuring performance with related indicators.

### **Internalization of Mission, Objectives and Performance goal**

In setting the goals into the mission and likewise with the objectives, contain keywords from each aspect. RSJRWL has a mission:

1. Increase promotive, preventive, and early intervention efforts through sub-specialized approaches to increase mental capacity in all age ranges
2. Improve mental welfare and quality of life of the elderly through comprehensive medical services and ensure patient safety
3. Developing superior, integrated and competitive mental health education, training and research
4. Confirming effective, efficient, clean and innovative organizational governance
5. Increase access to mental health services through cross-sector partnerships.

Mission No. 4 is said to strengthen organizational governance that is effective, efficient, clean and innovative. This mission needs to be further simplified into a system of good governance, because the principles of good governance consist of effectiveness, efficiency, transparency and accountability. This is based on PP. 101 of 2000, that good governance has the principles of professionalism, accountability, transparency, excellent service, democracy, efficiency, effectiveness, rule of law and can be accepted by all people. So that mission number 4 becomes "Realizing good and innovative governance in responding to community demands".

The objectives of the RSJRWL are

1. The realization of promotional and preventive efforts in mental health and mental health assessment.
2. Achieving services that focus on developing sub-specific services and developing new evidence-based service innovations.
3. The realization of services with high standards for determining and fulfilling mental health service indicators, hospital accreditation, development of IT-based services, patient-focused services and services by a multidisciplinary team.
4. The realization of a mental health education and research center hospital.
5. Increase the accessibility of tiered referral systems, regional referrals, and empowerment of services in PPK I, PPK II and regional RSJ.
6. Achieved increased empowerment in primary, secondary and Regional RSJ services through mentoring, consultation and capacity building of human resources.
7. A cross-sector partnership is created to increase accessibility and increase patient independence.

Internalization of objectives on the mission in order to compile goal-based performance measurements, the goals will be linked to the mission with the same keywords or contain the same elements between the goals and missions. Then the arrangement is obtained as follows:

1. Increase promotive, preventive, and early intervention efforts through sub-specialized approaches to increase mental capacity in all age ranges

Objective: Realizing promotive and preventive efforts in mental health and mental health assessment.

Objective: To achieve services that focus on developing subspecialty services and developing evidence-based new service innovations.

2. Improve mental welfare and quality of life of the elderly through comprehensive medical services and ensure patient safety

Objective : -

3. Developing superior, integrated and competitive mental health education, training and research

Objective: The realization of a mental health education and research center hospital.

4. Realizing good and innovative governance in responding to community demands

Objectives: The realization of services with high standards for determining and fulfilling mental health service indicators, hospital accreditation, development of IT-based services, patient-focused services and services by a multidisciplinary team.

5. Increase access to mental health services through cross-sector partnerships.

Objective: To increase the accessibility of tiered referral systems, regional referrals, and empowerment of services in KDP I, PPK II and regional RSJ.

Objective: To achieve increased empowerment in primary, secondary and Regional RSJ services through mentoring, consultation and capacity building of human resources.

Objective: To establish cross-sector partnerships to increase accessibility and increase patient independence.

In mission statement number two, there is no goal that RSJRWL has that can be linked to mission statement number two so the researchers propose additional objectives to be linked to mission statement number two, namely the realization of mental welfare and quality of life of elderly citizens through comprehensive medical services and ensuring safety patient.

Not much different from the work targets are also adjusted to the keywords or indicators so that the goals and performance targets and indicators are as follows:

Objective: Realizing promotive and preventive efforts in mental health and mental health assessment.

The performance targets that RSJRWL have from these goals are not yet contained in one of the aspects of the objectives above. So that the researchers propose the following:

Performance Goals:

- Realizing promotional and preventive efforts in mental health with an indicator of the percentage of mental health promotion and education activities
- Realizing quality mental health assessment products with a percentage indicator of the availability of mental health assessment tools.

Objective: To achieve services that focus on developing sub-specialty services and developing evidence-based new service innovations.

Performance Goals:

- Improving the quality of subspecialistic services with indicators of the percentage of specialist doctors per patient unit, the percentage of patient union nurses, the

percentage of medical and non-medical sarpras needs according to standards, the percentage of infection control facilities needed and K3 according to standards

Objectives: The realization of services with high standards for determining and fulfilling mental health service indicators, hospital accreditation, development of IT-based services, patient-focused services and services by a multidisciplinary team.

Some of the performance goals include:

- Realizing spiritual healing in patient care with nurse indicators giving directions to pray before and after doing ADL activities and nurses giving the opportunity to take part in religious studies
- Creating a culture of caring for the patient
- Creating a culture of caring for the internal organization for employees and patients

Objective: Increase the accessibility of tiered referral systems, regional referrals, and empowerment of services in PPK I, PPK II and regional RSJ.

Performance Goals:

The realization of the development of cooperation with network institutions in services with an indicator of the number of psychogeriatric service network institutions.

## **CONCLUSIONS**

On the basis of the explanation and research results, it can be concluded that the Mental Hospital dr. Radjiman Wediodiningrat Lawang or shortened to RSJRWL is a government hospital and is a non-profit organization engaged in the provision of health services. So that RSJRWL does not refer to financial success as its goal, but rather to provide excellent service, this can be seen from its current vision and mission.

Based on the explanation and research findings above, that the performance measurement used by RSJRWL uses Kaplan and Norton's version of the BSC rules. As it is known that the BSC concept is formed and adjusted to the character of a company that is looking for maximum profit or more thick with the nuances of profit-oriented business practices. However, RSJRWL tried to adjust to the BSC, RSJRWL changed the perspectives formed by Kaplan and Norton to become the BSC version of the RSJRWL. Because basically BSC from the beginning was designed to meet the profit needs of the organization. So that as a health service provider organization, the researchers found that there should be something in the performance measurement at RSJRWL, but in that assessment there was not yet in the BSC version of the RSJRWL performance measurement.

It is a measure of the performance of giving care and spiritual healing to the patient. Although this is often ignored, it is important in helping the patient's healing process to speed up. Providing care by nurses to patients is a form of attention, loyalty, which contains patience, diligence and sincerity when dealing with patients with mental disorders whose mental conditions are not yet stable. Professionalism in caring for patients is not only at the level of education that plays a role, but also how the practice of healing is carried out, such as in providing care for nurses to patients. Giving care not only to the position of nurses to patients, but how RSJRWL is also appropriate to provide care for employees and patients. This is a form of contribution to patients and employee performance.

Spiritual healing is something that has been neglected by many hospitals, including RSJRWL. Another factor in the speed of the healing process for patients with mental disorders is the provision of spiritual healing. It cannot be denied that tranquility and peace in humans comes from the belief in God, therefore it is important that patients with mental disorders are given spiritual healing.

The performance measurement model proposed by the researcher is a direct performance measurement model based on the organizational goals of RSJRWL. This is considered the best option based on the consideration that the success that RSJRWL wants to achieve as a health service provider is to be able to achieve the goals of RSJRWL so there is no need to go through business perspectives that have so far focused on profit. So that the performance targets and indicators refer to the objectives of the RSJRWL. It is expected that the performance measurement model that is executed directly from the goal will directly impact the achievement of targets without neglecting the values that have been adopted by RSJRWL.

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