

## Performance Maturity Assessment of RSUD Dr. Soetomo in 2024: Challenges Toward Optimal Results

Maya Mustikasari (mayzka72@gmail.com)  
Perencana Muda RSUP Dr. Hasan Sadikin

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### Abstract

The PSA maturity rating assessment is a way for evaluating PSA performance. The Directorate General of Treasury issued Regulation PER-11/PB/2022 to measure performance achievements and the implementation of good governance in public service agencies by analyzing their maturity level. Assessment takes two approaches: results-based measurement and process-based measurement, and its core ideas are divided into five stages. The purpose of this article is to examine the findings of evaluation reports assessing PSA maturity levels by independent assessors, specifically the Directorate of Financial Management Development at PSA and the Regional Office of the Director General of Treasury in West Java Province. Implementation of maturity level review for fiscal year 2024 based on PSA governance and performance in fiscal year 2023. The evaluation results indicate that the RSUD DR. SOETOMO maturity level is at level 3 (defined level). This number indicates that the quality of RSUD DR. SOETOMO service performance is acceptable but not optimal.

**Keywords:** PSA maturity rating assessment; outcomes-based and process-based measures; RSUD DR. SOETOMO Maturity Level: level 3 (defined level)

### Introduction

The Public Service Agency (PSA) is a government agency that was established to provide services to the public in the form of selling goods and/or services without prioritizing profit, and its operations are guided by the principles of efficiency and productivity (Ministry of Finance, 2020). PSA has an important strategic position as the government's primary provider of public services. In carrying out its duty to deliver public services, the government is required to improve service quality through effective government governance. Given the importance of public organizations in delivering community services, it is crucial to measure performance in order to determine the level of success of activities (Ismiyarto, 2017). PSA's performance in carrying out public service activities is evaluated using the PSA Maturity Level assessment parameters based on Directorate General of Treasury Regulation Number PER-11/PB/2022.

Maturity level (Maturity rating) refers to management's maturity in managing PSA to achieve goals and apply good governance. PSA maturity level evaluation is a method of



measuring PSA management that employs two main approaches: results-based measurement and process-based measurement. It is aligned for all PSAs and is based on the core principles of maturity assessment, which are divided into five levels.

Dr. Central General Hospital Hasan Sadikin (RSUD DR. SOETOMO) is a vertical hospital under the Ministry of Health. Since its inception in 1923, RSUD DR. SOETOMO has been a National Referral hospital. According to PP No. 23 of 2005 and SE Minister of Health of the Republic of Indonesia No. 861/Menkes/VI/2005, RSUD DR. SOETOMO has transitioned from a Bureau Company (Perjan) to an organization that follows the Public Service Agency Financial Management Pattern (PPK-PSA). These modifications motivate RSUD DR. SOETOMO to continue improving service quality, both in terms of output and procedure.

**Table Comparison of Work Unit Maturity Self Assessment Scores within the  
Directorate of Health Services in 2023**

NO	WORK UNIT	REGIONAL OFFICE	MATURITY SCORE
1	RSUP A	Central Java	4.45
2	RSUP B	West Sumatra	4.36
3	RSUP C	DKI Jakarta	4.32
4	RSUP D	Bali	4.29
5	RSUP E	DKI Jakarta	4.22
6	RSUP F	South Sumatra	4.16
7	RSUP G	DIY	4.15
8	RSUP H	DKI Jakarta	4.13
9	RSUP I	South Sulawesi	4.09
10	RSUP J	North Sulawesi	4.00
11	RSUP K	Central Java	3.95
12	RSUP L	Banten	3.85
13	RSUP M	Central Java	3.82
14	RSUP N	North Sumatra	3.70
15	RSUP O	South Sulawesi	3.50
16	<b>RSUD DR. SOETOMO</b>	East Java	<b>3.43</b>
17	RSUP P	South Sumatra	3.28

Source : PSA Integrated Online System data source, DJPB Ministry of Finance of the Republic of Indonesia, downloaded 14 August 2024

Based on the table above, the results of the Maturity Self Assessment Score for Work Units within the Directorate of Health Services in 2023 are presented. A number of PSA Hospital work units obtained optimal maturity scores. In general, it appears that the PSA work unit



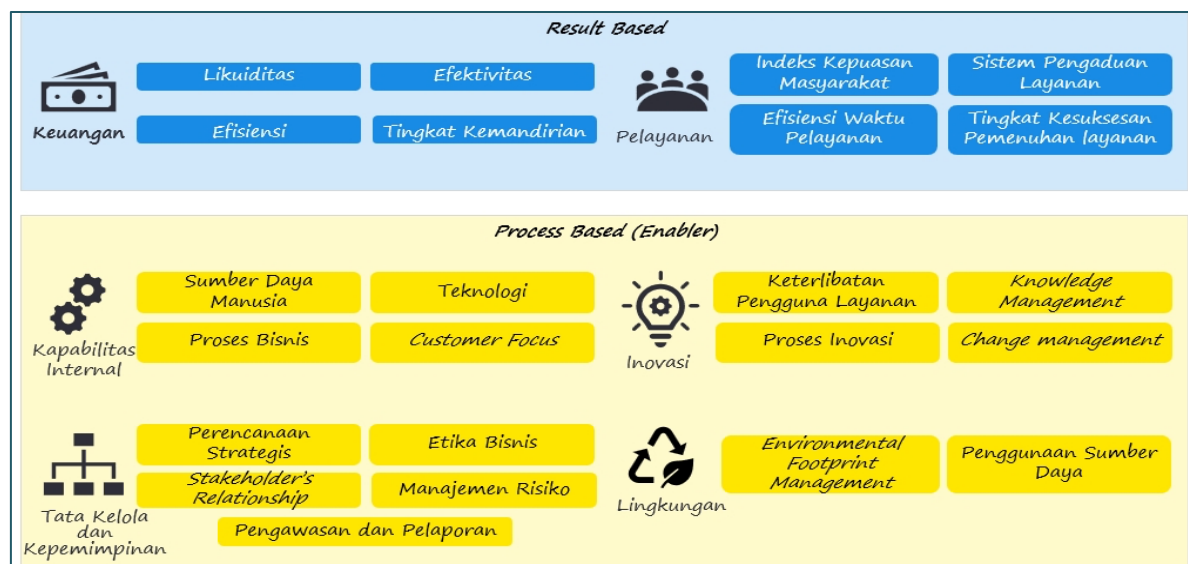
within the Directorate General of Health Services has a higher maturity level compared to RSUD DR. SOETOMO. Factors that cause the level of maturity at RSUD DR. SOETOMO to not be optimal are the low assessment of financial aspects, innovation aspects and governance and leadership aspects.

## Methods

The writing method used in this paper is an evaluation research method. This method can be used as material for consideration of the formulation, results of a project, policy or program. Formulation based on data from the evaluation results of the assessment of the implementation of the maturity level in RSUD DR. SOETOMO in 2024 which must be optimized or developed for improvement.

## Results and Discussion

Maturity Rating uses two methods to measure maturity levels, namely Result-Based and Process-Based. The assessment aspects along with the indicators used for each measurement method are as follows :

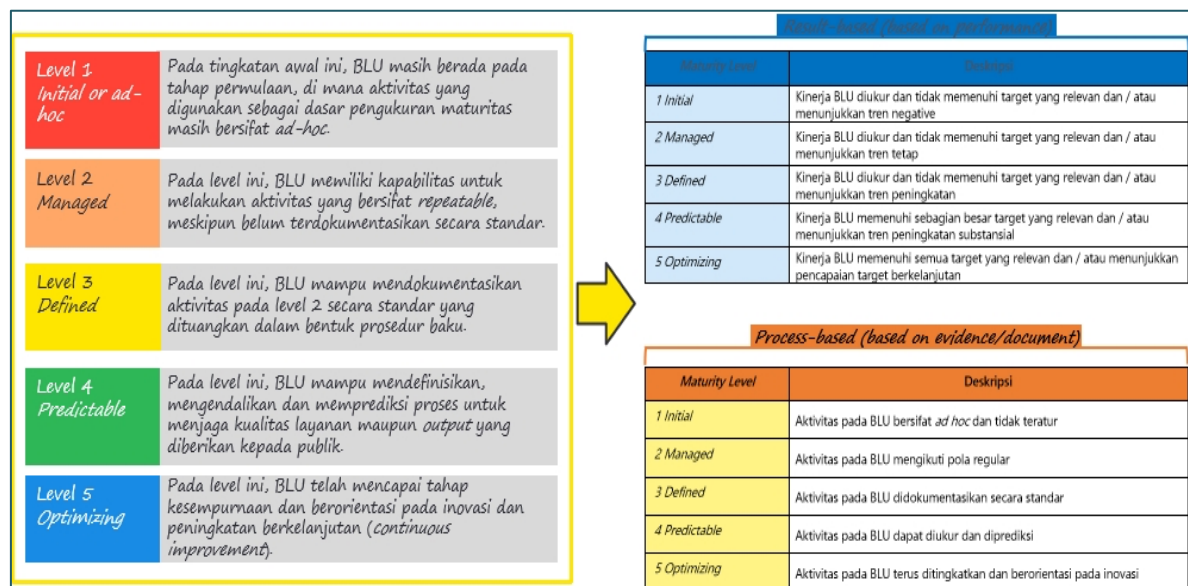


Result-Based Measurement, namely assessing the level of financial health and development trends and financial performance of PSA within a period of 3 (three) years, and assessing the quality of PSA services to the community and trends in the development of the quality of PSA service delivery within a period of 3 (three) years. Process-Based Measurement,



namely assessing the management of human resources, business processes, technology, and customer/service user orientation, Assessing PSA innovation in creating effective services and encouraging PSA's potential to continue to develop to improve the quality of its services, Assessing the implementation of good governance in PSA which can contribute to the growth and sustainability of PSA in the long term, and assess environmental management of PSA operational activities, both in terms of input (resource) and output (waste) management.

Maturity Rating Assessment and Tools Evaluation Levels are prepared based on a maturity framework consisting of five main levels. Each level has a criteria base that applies universally to all aspects of assessment and indicators.



## Implementation of Evaluation

In the context of implementing Director General's Regulation Number PER-11/PB/2022, an independent assessment of the maturity level (self-assessment) is carried out once a year, and an independent assessor of the PSA conducts the assessment once every two years. The assessment is completed no later than the conclusion of the first semester of the following year. The Directorate General of Treasury c.q Directorate of Financial Management Development of PSA and the Regional Office of the Director General of Treasury of West Java Province



conducted monitoring and assessment on September 25-28, 2024, using the BIOS PPK-PSA application. Figure 1 shows the self-assessment and evaluation findings from PPK-PSA:

Figure 1. Self-Assessment and Assessment Score results by PPKPSA in 2023

RANGKUMAN HASIL PENILAIAN ASPEK MATURITAS BLU									
RESULT-BASED					PROCESS-BASED				
1. KEUANGAN					3. KAPABILITAS INTERNAL				
1.1 LIKUIDITAS	Satker	PPK BLU	1,50	1,50	3.1 SUMBER DAYA MANUSIA	Satker	PPK BLU	4,0	3,0
1.2 EFISIENSI			4,25	4,25	3.2 PROSES BISNIS			4,0	3,0
1.3 EFEKTIVITAS			1,25	1,25	3.3 TEKNOLOGI			4,0	4,0
1.4 TINGKAT KEMANDIRIAN			4,25	4,25	3.4 CUSTOMER FOCUS			4,0	4,0
MATURITAS ASPEK			2,81	2,81	MATURITAS ASPEK			4,00	3,50
2. PELAYANAN					5. INOVASI				
2.1 INDEKS KEPUASAN MASYARAKAT	Satker	PPK BLU	3,5	3,5	5.1 KETERUBATAN PENGGUNA JASA	Satker	PPK BLU	1,0	1,0
2.2 EFISIENSI WAKTU PELAYANAN			3,0	3,0	5.2 PROSES INOVASI			2,0	1,0
2.3 SISTEM PENGADUAN LAYANAN			5,0	5,0	5.3 MANAJEMEN PENGETAHUAN			2,0	2,0
2.4 TINGKAT KEBERHASILAN PEMENUHAN LAYANAN			4,5	4,5	5.4 MANAJEMEN PERUBAHAN			1,0	1,0
MATURITAS ASPEK			4,00	4,00	MATURITAS ASPEK			1,50	1,25
4. TATA KELOLA DAN KEPEMIMPINAN					6. LINGKUNGAN				
4.1 PERENCANAAN STRATEGIS	Satker	PPK BLU	4,0	4,0	6.1 ENVIRONMENTAL FOOTPRINT MANAGEMENT	Satker	PPK BLU	5,0	4,0
4.2 ETIKA BISNIS			3,0	1,0	6.2 PENGGUNAAN SUMBER DAYA			3,0	3,0
4.3 STAKEHOLDER'S RELATIONSHIP			4,0	3,0	MATURITAS ASPEK			3,50	3,50
4.4 MANAJEMEN RISIKO			4,0	3,0					
4.5 PENGAWASAN DAN PELAPORAN			3,0	3,0					
MATURITAS ASPEK			3,75	2,80					
TINGKAT MATURITAS BLU Self Assessment					TINGKAT MATURITAS BLU Penilaian PPK BLU				
3,43					3,12				

Figure 2. Comparison of assessment results by PPKPSA for 2022 and 2023

PENILAIAN PPK BLU TERHADAP TINGKAT MATURITAS BLU									
RESULT-BASED					PROCESS-BASED				
1. KEUANGAN					3. KAPABILITAS INTERNAL				
1.1 LIKUIDITAS	2021	2022	1,75	1,50	3.1 SUMBER DAYA MANUSIA	2021	2022	4,0	3,0
1.2 EFISIENSI			5,00	4,25	3.2 PROSES BISNIS			4,0	3,0
1.3 EFEKTIVITAS			1,75	1,25	3.3 TEKNOLOGI			4,0	4,0
1.4 TINGKAT KEMANDIRIAN			4,75	4,25	3.4 CUSTOMER FOCUS			2,0	4,0
MATURITAS ASPEK			3,31	2,81	MATURITAS ASPEK			3,50	3,50
2. PELAYANAN					5. INOVASI				
2.1 INDEKS KEPUASAN MASYARAKAT	2021	2022	3,00	3,50	5.1 KETERUBATAN PENGGUNA JASA	2021	2022	1,0	1,0
2.2 EFISIENSI WAKTU PELAYANAN			2,75	3,00	5.2 PROSES INOVASI			2,0	1,0
2.3 SISTEM PENGADUAN LAYANAN			5,00	5,00	5.3 MANAJEMEN PENGETAHUAN			1,0	2,0
2.4 TINGKAT KEBERHASILAN PEMENUHAN LAYANAN			3,63	4,50	5.4 MANAJEMEN PERUBAHAN			2,0	1,0
MATURITAS ASPEK			3,59	4,00	MATURITAS ASPEK			1,50	1,25
4. TATA KELOLA DAN KEPEMIMPINAN					6. LINGKUNGAN				
4.1 PERENCANAAN STRATEGIS	2021	2022	4,0	4,0	6.1 ENVIRONMENTAL FOOTPRINT MANAGEMENT	2021	2022	3,0	4,0
4.2 ETIKA BISNIS			1,0	1,0	6.2 PENGGUNAAN SUMBER DAYA			1,0	3,0
4.3 STAKEHOLDER'S RELATIONSHIP			3,0	3,0	MATURITAS ASPEK			2,00	3,50
4.4 MANAJEMEN RISIKO			2,0	3,0					
4.5 PENGAWASAN DAN PELAPORAN			3,0	3,0					
MATURITAS ASPEK			2,80	2,80					
TINGKAT MATURITAS BLU 2021					TINGKAT MATURITAS BLU 2022				
3,03					3,12				

Based on figure 2. Presents a comparison of the 2022 and 2023 assessment results. The PSA Maturity self-assessment score for the 2022 assessment is 3.10, while the maturity score



determined is 3.03. PSA's maturity self-assessment score for the 2023 assessment is 3.43, while the maturity score determined is 3.12.

In the Result Base assessment: The results of the 2022 self-assessment for the financial aspect of the liquidity indicator are differences with the determination results, while for the service aspect there are differences in the Service Time Efficiency Indicator. In the financial aspect, the self-assessment result in 2023 is 2.81, while the assessment value in 2022 is 3.31. there was a decrease of 0.50. For the service aspect, the self-assessment result in 2023 is 4, while the assessment value in 2022 is 3.59. there was an increase of 0.41.

In the Process Base assessment: The results of the self-assessment for the 2023 assessment there are several indicators that have experienced changes, either increasing or decreasing, namely: Internal Capability Aspects have increased in the customer focus indicator, Governance and Leadership Aspects have increased in the business ethics indicator, Stakeholder Relationship and risk management. The Innovation aspect experienced an increase in the knowledge management indicator and a decrease in the change management indicator. Environmental aspects experienced an increase in the Environmental Footprint Management and Resource Use indicators.

## **Conclusion**

Performance measurement based on the PSA maturity level is a two-way solution because it can be used by hospital leaders to self-reflect on the performance achievements and governance that have been developed. The benefits of measuring performance include providing an understanding of measures for assessing management performance, improving the quality of products and services and ensuring that decision making is carried out objectively (Mardiasmo, 2018).

The evaluation results of the RSUD DR. SOETOMO Maturity Level assessment are at level 3, namely the Defined level. Level 3 shows that the quality of RSUD DR. SOETOMO service performance is good but not optimal. Based on the results of this evaluation, it can be

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concluded that the implementation of activities at RSUD DR. SOETOMO as a public organization in the health service sector is still hindered by many weaknesses in both the process based and result based aspects which influence its performance achievements. The performance achievements that have increased in 2022 compared to 2021 in the base process measurement are the internal capability aspect in the customer focus indicator, the Governance and Leadership aspect has increased in the risk management indicator. The Innovation aspect has experienced an increase in knowledge management indicators. Environmental aspects experienced an increase in the Environmental Footprint Management and Resource Use indicators. Meanwhile, in the result base measurement, all indicators in the service aspect experienced an increase in performance.

The maturity performance in 2022 that needs to be optimized is the potential for results-based performance (Result Base), especially in the financial aspect, namely the liquidity indicator, where it is necessary to increase RSUD DR. SOETOMO's ability to manage cash and current assets. The effectiveness indicator requires the ability to understand how to utilize the resources owned by the hospital to generate profits (surplus). Process-based performance needs to be optimized: first, the internal capability aspect, namely human resource indicators and business processes. Second, the innovation aspect, namely all assessment indicators (service user involvement, innovation process, knowledge management and change management). Third, aspects of leadership governance need to be optimized, namely the indicators of business ethics, stakeholder relationships, risk management and supervision and reporting. Fourth, environmental aspects, namely indicators of resource use.

Scores or ratings are not the final goal of maturity assessment, but maturity assessment is more focused on growth and improvement plans to increase the quality of public services. However, it is hoped that maturity-based PSA performance assessment will encourage PSA performance to improve service quality and create maturity assessment standards that are comprehensive and end-to-end.



## **Recommendation**

Improving the quality of implementation at the maturity level, all stakeholders in the RSUD DR. SOETOMO environment should need to develop an implementation strategy. The quality of the identification process for issues/problems faced by RSUD DR. SOETOMO needs to be improved, so that it can support the preparation of future performance improvement plans. Encourage continuous improvement of RSUD DR. SOETOMO operational processes and activities so that they have a positive influence on the delivery of services provided. It requires activities with high leverage to improve the performance of all work units to accelerate future assessment improvements for the better. The commitment of the leadership and management is very supportive of achieving maturity levels at the optimal level (level 4). At this level, it is hoped that RSUD DR. SOETOMO will be able to control and predict processes to maintain the quality of services and output provided to the public. Leadership strategic decisions will improve management's ability to face change. Take steps to change that indicate the start of development, innovation and improvement programs in financial and service performance.

Apart from the above, it is necessary to develop a leadership policy regarding the maturity level assessment process at RSUD DR. SOETOMO. The aim is to provide quality assurance (guarantee) that maturity documents have met applicable regulations. The assessment process is very important, because an assessment process that is ineffective and not performance oriented can disrupt the achievement of the organization's stated goals. The assessment process is carried out by managers or unit heads within the RSUD DR. SOETOMO. The task of managers is to oversee and participate in the self-assessment process, understand their respective roles in aspects of maturity level assessment and commit to providing supporting evidence in the form of activity implementation reports with good quality in order to meet assessment standards so that the RSUD DR. SOETOMO maturity level value is obtained expected.



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