

Development of a Clinical Pathway Model in Increasing Income from BPJS Claims

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Abstract

Application Clinical Pathway in hospitals has been recognized as an effective strategy for improving the quality and efficiency of health services. This study aims to evaluate the effectiveness of Clinical Pathway implementation at Dustira Hospital TNI AD Cimahi, especially in the context of BPJS Health claims and the factors that influence its success. This research uses qualitative methods. The sampling technique uses technique sccluster random sampling where the selection of the TNI AD Dustira Hospital was chosen randomly. This data was collected by means of questionnaire surveys, interviews and document analysis. The results of the research show that the implementation of Clinical Pathway is effective in increasing BPJS claim income, which is proven by the fact that in 2022 there was an increase in income in the following year in 2023.

INTRODUCTION

The low income from BPJS claims is a significant challenge for hospitals in Indonesia. BPJS Health, as the organizer of National Health Insurance (JKN), has an important role in the national health system by providing access to health services to all levels of society. However, in practice, the BPJS claims process is often faced with various obstacles which result in low claims income received by hospitals (Setiawan).

The low income of hospitals and the large number of patients who use BPJS are one of the main factors in increasing hospital financing, resulting in the need for savings

and efforts to increase hospital income and reduce the occurrence of defaults, fraud and refusal of payment from BPJS, known as BPJS payments. There is a time span so that the payment is not immediately paid after the bill or invoice from the hospital is received from the BPJS (Susanto H. and Wijaya R.).

Based on a preliminary study conducted by researchers at Dustira Hospital by interviewing the head of finance, the hospital's BPJS claims unit and reporting income data were carried out by collecting monthly census data, processing the data using computers and manually. The data is presented in tabular form, and is reported to the head of the financial planning department and then reported to the head of the hospital once a month. Low BPJS claim income figures indicate a lack of utilization of hospital facilities and will cause a reduction in a hospital's income. This is related to the value of less than maximum income which is getting lower, which means it has an impact on the quality of service in hospitals.

Implementation *Clinical Pathway* has significant potential to improve the efficiency and effectiveness of health services, including in the context of BPJS Health claims in Indonesia. (Subekti and Nurwahyuni) However, there is still a need for further research that specifically evaluates the impact of implementation *Clinical Pathway* regarding BPJS Health claims, especially at Dustira TNI AD Hospital, to fill existing knowledge gaps and provide recommendations that can help hospitals improve BPJS Health claims management (Y. Subekti and A. Nurwahyuni).

Several previous studies have examined the implementation of clinical pathways in the context of health services in Indonesia. Research by Susanto & Wijaya found that implementation *clinical pathway* at Dr. Hospital. Moewardi Surakarta succeeded in reducing the length of stay for BPJS patients by 1.3 days and saved hospital costs of Rp. 796,148 per patient. (Susanto et al., n.d.)

In practice, good hospital governance includes the implementation of hospital management functions based on the principles of transparency, accountability, independence and responsibility, equality and fairness. *Clinical pathway*, as a tool for achieving the expected quality of service, is a systematic approach in the management and coordination of patient care based on scientific evidence. However, the

implementation of clinical pathways in hospitals often faces challenges (K. Anak and D. Firmanda).

This research has a goal:

1. Identify how to apply *Clinical Pathway* in increasing BPJS claim income at Dustira Hospital TNI AD Cimahi.
2. Identifying the effectiveness of use *Clinical Pathway* in increasing BPJS claims income at Dustira Hospital TNI AD Cimahi.
3. Determine the factors that influence the success of implementation *Clinical Pathway* at Dustira Hospital TNI AD Cimahi.

Therefore, it is hoped that this research can provide new insights and practical recommendations to improve implementation *clinical pathway* in hospitals, especially the TNI AD Dustira Hospital, in an effort to increase income. So the researchers took the research title "Model Development *Clinical Pathway* in Increasing Income from BPJS Claims (Qualitative Study at Dustira Hospital TNI AD Cimahi)"

RESEARCH METHODS

Data collection techniques are methods used to collect and analyze data. By collecting data, researchers can answer certain questions. Data is taken from various accurate sources. After that, the data will be analyzed to find answers to various research problems. Data collection is also used to evaluate results and estimate trends/probabilities. The data obtained is then summarized and analyzed manually, presented in the form of a description of how to apply it, identifying effectiveness and what factors determine the success of increasing income by developing the model. *clinical pathway* at the Cimahi TNI AD Dustira Hospital.

The first step that must be taken in data collection is to determine the details of the topic and what information you want to collect. The next step you need to determine how long it will take to collect data. The length of time is generally based on the level of difficulty and the amount of data that needs to be collected. The third step is choosing a data collection method. Select data collection methods that will be the core of the overall data collection strategy. After all preparations and methods have been determined, data

collection can begin. When collecting data, make sure you continue to carry it out according to the plan, method and check regularly progress. The final step in the data collection method is analyzing the data that has been collected. This stage is very crucial because here you will process raw data into valuable information or insights for the business.

Interview method This is done by asking questions, either verbally online nor offline. Here, the researcher will provide several open interview questions that the respondent needs to answer. Interviews can be conducted via telephone, Zoom meeting, face to face, and so on.

The data obtained was then processed and then concluded, then the missing data was retrieved, then stored, then processed, then concluded, then analyzed manually, presented in the form of a description of the development of the clinical pathway model at the Cimahi Army Dustira Hospital. Data analyzed regarding how to apply, identifying effectiveness of use clinical pathway as well as analyzing what factors influence the success of model development clinical pathway in increasing BPJS income.

RESULTS AND DISCUSSION

1. Identify how to apply *Clinical Pathway* in increasing BPJS claim income at Dustira Hospital TNI AD Cimahi.

Usage *Clinical Pathway* at Dustira Hospital, the TNI AD has helped control health service costs, so that BPJS claims can be processed more efficiently and effectively. This is in line with previous research showing that use *Clinical Pathway* can control the actual total hospital costs for BPJS patients undergoing Caesarean section.

Documents required for a claim include a BPJS employment participant card, identity card (KTP), savings book, family card, certificate of termination of employment or other related documents, and taxpayer identification number (NPWP) if any. The claim submission procedure can be done online via the Lapak Asik BPJS Employment portal or offline by visiting the BPJS Employment branch office. For the online method, participants must fill in personal data, upload required documents, and take part in an online interview if necessary. After the verification and validation process is complete, the JHT balance will be transferred to the registered bank account

Law of the Republic of Indonesia Number 17 of 2023 concerning Health is the latest regulation that regulates health, including general provisions, rights and obligations, responsibilities of central and regional governments, health administration, and others. Although this Law does not directly regulate BPJS Employment, the implementation of this Law can affect certain aspects of the health system, including in the context of social security and protection for workers.

The choice of this topic is based on the Das Sein problem, namely the current condition where hospitals face difficulties in managing BPJS Health claims efficiently, and Das Sollen, namely the ideal condition in which implementation *Clinical Pathway* can improve the efficiency and quality of health services. This difference between current conditions and ideal conditions indicates a need to evaluate the impact of implementation *Clinical Pathway* against BPJS Health claims.

The situation behind the research or research problem that establishes the feasibility of a problem to be researched: Dustira Hospital TNI AD, as one of the health service providers for BPJS Health participants, has implemented *Clinical Pathway* in several health services. However, it is not clear how implementation will be affected *Clinical Pathway* regarding the process and efficiency of BPJS Health claims, as well as whether there are challenges or obstacles in its implementation.

Its implementation is expected to reduce variability in clinical practice, improve coordination between medical teams, and ensure scientific evidence-based services are applied consistently. (Combes et al., 2021) However, implementation *Clinical Pathway* in hospitals, including the Indonesian Army's Dustira Hospital, face challenges such as medical staff compliance and integration between disciplines in health services. The selection of this research topic is based on the argument that although *Clinical Pathway* have been implemented, there is still a gap between existing practices and ideal practices. (Houtmann et al., 2023) This research aims to evaluate effectiveness *Clinical Pathway* in the context of BPJS claims, which is an important aspect of Indonesia's national health system. However, implementation *Clinical Pathway* Hospitals often face challenges, including resistance from medical staff, lack of integration between disciplines in health care, and the need for adequate training.

2. Identifying the effectiveness of use *Clinical Pathway* in increasing BPJS claims income at Dustira Hospital TNI AD Cimahi

This research shows that the effectiveness of implementation *Clinical Pathway* At Dustira Hospital the TNI AD has an important role in improving the BPJS claims process and claims income. Therefore, overcoming the factors that influence the low income from BPJS claims through appropriate strategies is important to improve the efficiency and quality of health services.

To measure the effectiveness of implementation *Clinical Pathway* in hospitals, researchers can use various methods and indicators, as exemplified in research conducted by Neri Faradina Nur Fadilah and Savitri Citra Budi

By following these steps, researchers can measure the effectiveness of implementation *Clinical Pathway* in hospitals systematically and comprehensively, providing empirical evidence that can be used for decision making and improving the quality of health services. These indicators provide a comprehensive picture of implementation effectiveness *Clinical Pathway* in hospitals, covering clinical, operational, financial and patient satisfaction aspects.

To measure the effectiveness of implementation *clinical pathway*, variables that are often used include length of stay, infection rate, transfer to the intensive care unit, and return to the operating room without a plan. (Himawati & Bachtiar, 2018) Studies on the implementation of clinical pathways in head and neck maxillofacial surgery units show that the use of *clinical pathway* can reduce the average length of stay and increase the rate of patient discharge within 7 days without affecting the rate of infection, transfer to the ICU, or return to the operating room (T. Himawati and A. Bachtiar).

This approach shows that *clinical pathway* can be an effective tool to improve the efficiency of postoperative care. Regarding how to claim to BPJS Employment in accordance with the latest regulations, there are several criteria and procedures that participants must fulfill. Criteria for submitting claims include retirement age, termination of employment (PHK), resignation, permanent total disability, death, and several other conditions

This research aims to evaluate the effectiveness of implementation *Clinical Pathway* at Dustira Hospital TNI AD, especially in the context of BPJS Health claims. In the context of improving the quality of health services, Das Sein (the existing state of affairs) is represented by current clinical practice which often varies and is not always based on the best scientific evidence. This can result in inefficiencies in care, increased risk of medical errors, and patient dissatisfaction. On the other hand, Das Sollen (situation as it should be) describes ideal conditions where health services are provided with standards that are consistent, efficient, and oriented towards patient safety, as mandated by Law Number 44 of 2009 concerning Hospitals and Law Number 11 of 2020 regarding Job Creation. *Clinical Pathway*, as a clinical management tool designed to optimize patient care, has the potential to bridge the gap between Das Sein and Das Sollen.

Several previous studies have explored the effects of implementation *Clinical Pathway* on the quality of health services and cost efficiency, but there are still few who specifically evaluate their impact on BPJS Health claims in Indonesia (K. Anak and D. Firmanda). Previous research has shown that *Clinical Pathway* can improve the quality of health services, but there is still a need to further explore how clinical pathways can be integrated effectively in the health service system in Indonesia, especially in the context of BPJS claims (N. Oizerovici Foni *et al*).

In previous research conducted by Gang Du, it showed that implementation *Clinical Pathway* can significantly improve hospital operational efficiency and reduce costs without sacrificing the quality of health services. This research provides strong evidence that *Clinical Pathway* can be an effective management tool in the context of global health care. Research by Ita Purnamasari explores the challenges in implementing the JKN policy, especially related to INACBG's claims. This research found that communication, resources, disposition, and bureaucratic structure have a significant effect on the successful implementation of JKN policies (R. Agber, M. Iroth, and A. Achadi).

Previous research has shown that *Clinical Pathway* can improve the quality of health services, but there is still a need to further explore how *Clinical Pathway* can

be integrated effectively in the health service system in Indonesia, especially in the context of BPJS claims. Therefore, it is hoped that this research can provide new insights and practical recommendations to improve implementation *Clinical*. This research will also involve a comprehensive analysis of BPJS income data before and after implementation *clinical pathway*. In addition, an interview approach with medical staff, hospital management and patients will also be carried out to gain a deeper understanding of how *clinical pathway* affecting health services and hospital revenues.

With this comprehensive approach, it is hoped that this research will be able to provide a deeper understanding of effectiveness *clinical pathway* in increasing BPJS income at the TNI AD Dustira Hospital, so that it can make a valuable contribution to the development of overall hospital management.

3. Determine the factors that influence the success of implementation *Clinical Pathway* at Dustira Hospital TNI AD Cimahi.

Factors influencing the effectiveness of use *Clinical Pathway* in the BPJS claim process includes the compliance of doctors and nurses in following *Clinical Pathway*, communication between medical teams, and supporting information systems. This shows the importance of training and socialization about the Clinical Pathway to the medical team and improving the information system that supports the BPJS claims process. Implementation *Clinical Pathway* good practice has reduced variations in clinical practice and improved patient care outcomes. (Agber et al., 2019) This shows that *Clinical Pathway* can be an effective tool to improve the quality of health services and ensure BPJS claims are processed correctly.

Data on the average cost of treating BPJS patients before and after implementation *clinical pathway*. Data on the level of compliance of doctors and medical staff with *clinical pathway*. BPJS patient satisfaction survey data on services with *clinical pathway*. Data on BPJS patient waiting times before and after implementation *clinical pathway*. Data on obstacles faced in implementation *clinical pathway*.

This data can be collected from the medical records, finances and patient surveys at the hospital under study. Data analysis can be carried out using qualitative research regarding influence *clinical pathway*. It is hoped that this research will provide insight into the effectiveness of implementation *Clinical Pathway* at Dustira Hospital TNI AD, as well as providing recommendations to overcome challenges and obstacles in its implementation, especially those related to the BPJS claims process.

The discrepancy between current clinical practice, which often varies and is not always based on the best scientific evidence, and ideal conditions in which health services are delivered to consistent, efficient, and patient safety-oriented standards, indicates a need to evaluate the impact of implementation *Clinical Pathway* against BPJS Health claims.

The importance of this research lies in the significant contribution that implementation can make *Clinical Pathway* towards improving the quality and efficiency of health services, especially in the context of BPJS claims at Dustira Hospital TNI AD. In the era of National Health Insurance (JKN), hospitals are faced with the challenge of providing high quality health services at an efficient cost. *Clinical Pathway*, as an integrated service planning concept that summarizes each service step based on scientific evidence, offers solutions to achieve this goal. Previous research has shown that implementation *Clinical Pathway* can reduce variability in clinical practice, improve coordination between medical teams, and ensure scientific evidence-based services are consistently implemented.

However, there is still a knowledge gap regarding effectiveness *Clinical Pathway* in the context of BPJS claims, which include financial and administrative aspects in health services. Apart from that, this research is also important to identify factors that influence the success of implementation *Clinical Pathway* at Dustira Hospital TNI AD. These factors can relate to organizational aspects, such as management support, resource availability, and staff commitment, as well as technical aspects, such as the quality of guidelines *Clinical Pathway* and health information systems. By understanding the importance and factors influencing implementation *Clinical Pathway*, it is hoped that this research can provide valuable recommendations

for Dustira Hospital TNI AD and other hospitals in an effort to improve the quality and efficiency of health services.

This will not only have a positive impact on patient satisfaction and clinical outcomes, but also on the sustainability of the national health system amidst increasing health financing challenges. *Clinical pathway* is an evidence-based management tool designed to control variations in clinical practice and improve the quality and efficiency of health care. *Clinical pathway* integrating various aspects of health services starting from diagnosis, care, treatment, education, and counseling for certain medical conditions. Several studies show that implementation *clinical pathway* can reduce length of stay, reduce treatment costs, and increase patient satisfaction.

Meanwhile, other research by Setiawan shows that the use of clinical pathways at the TNI AD's Dustira Hospital has had a significant effect on increasing the number of claims approved by BPJS. However, several other studies have also identified challenges that are still being faced in implementation. *clinical pathway* in an Indonesian hospital. Research by Wulandari & Prasetyo (2018), for example, found that factors such as lack of doctor compliance and uncertainty in use *clinical pathway* is still an obstacle that must be overcome. Therefore, evaluate and improve the quality of implementation *clinical pathway* needs to continue to be done so that the benefits can be felt optimally.

CONCLUSIONS AND SUGGESTIONS

Based on the research results, it can be concluded that:

1. Application Clinical Pathway prepared based on standard procedures for each profession which refers to the service standards of each profession, adjusted to the strata of service facilities at Dustira TNI AD Hospital.
2. Effective implementation Clinical Pathway in increasing BPJS claim income, which is proven by a significant increase in 2023 compared to income in 2022 at the TNI AD Dustira Hospital.
3. Factors that influence the success of the clinical pathway at the TNI AD Dustira Hospital include inefficient claims processes, cases of fraud or claims fraud, as well as unexpected expenses at the hospital which require savings and strict standard operating procedures (SOPs). every action.

Suggestions:

1. *Clinical pathway* should be developed based on the best available evidence, such as clinical practice guidelines or systematic reviews. This will help align clinical practice with guideline recommendations to provide high-quality care within institutions.
2. Provide information sessions and training to staff involved in providing care regarding content and use *clinical pathway*. This education must also include data related to outcome measurement.
3. Integrate *clinical pathway* into the hospital information system to facilitate documentation, monitoring and analysis of variants of *pathway*.

Implications:

1. Implementation *clinical pathway* can improve the quality of patient care by providing clear and structured guidance for the management of various medical conditions. This can reduce variations in clinical practice and ensure that all patients receive consistent, evidence-based care.
2. *Clinical pathway* can help reduce the length of patient hospitalization by speeding up the diagnosis and treatment process. Studies show that implementing clinical pathways can reduce length of stay without increasing readmission rates.
3. By reducing the length of stay and increasing the efficiency of care, *clinical pathway* can help hospitals reduce operational costs. Studies show that implementation *clinical pathway* can reduce the cost of care without sacrificing the quality of care.

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