

IMPLEMENTATION OF STRATEGIC PLAN FOR POLEWALI DISTRICT GENERAL HOSPITAL IN POLEWALI MANDAR REGENCY

Juharni ✉

Faculty of Social and Political Science. Universitas Bosowa, Makassar, Indonesia

Abstract

The goal to be achieved is to ensure that the Strategic Plan of Polewali District General Hospital, Polewali Mandar Regency, is well-directed and serves as a guideline in the preparation of the Annual Budget Plan. It aims to enhance human resources ready to serve in accordance with the Vision and Mission of Polewali District General Hospital, as well as to improve the welfare of actively contributing employees. The research method employed in this study is qualitative research using a descriptive approach. Data were obtained through instruments consisting of surveys, observations, focus group discussions, and in-depth interviews. Data were also acquired through documents from Polewali District General Hospital. The research findings indicate that (1) the performance of the hospital can be well-directed by improving service quality to the community according to 4 (four) perspective variables: financial perspective, customer perspective, internal business perspective, and growth and learning perspective, and (2) To enhance the effectiveness of hospital services, it is important to identify opportunities and threats, strengths, and weaknesses based on the analysis of the situation regarding three perspective variables.

Keywords: *Strategic, Services, Regional General Hospital.*

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✉ Corresponding author :

Email Address : juharni@universitasbosowa.ac.id

INTRODUCTION

Hospital is a public service institution that plays a crucial role in improving public health. The policy of decentralization of health development based on Law Number 32 of 2004 concerning Regional Government states that health is a mandatory field of governance by regional governments. To support the implementation of regional government authority in the health sector, the evolving paradigm of governance is currently focused on good governance, where the government functions as a servant of the people. Thus, in providing services to the public, it must accommodate the community's needs for healthcare services.

The issuance of Government Regulation Number 23 of 2005 concerning Financial Management of Public Service Agencies, followed by the Minister of Home Affairs Regulation Number 61 of 2007 concerning Technical Guidelines for the Financial Management of Regional Public Service Agencies, aims to enhance public services provided by the government, including hospitals as one of the key healthcare facilities in public health development. However, there have been numerous complaints regarding the quality of hospital services, which are perceived to be still inadequate. The classic causes are often related to financial constraints faced by regional public hospitals, preventing them from improving service quality due to limited medical equipment and low human resource capabilities.

The development of hospital management, both in terms of management and operational aspects, is greatly influenced by various environmental demands. Hospitals are required to provide quality healthcare services at controlled costs, leading to patient satisfaction. Another demand is cost control, which is a complex issue influenced by market mechanisms, economic actions, human resources (professionalism), and, notably, technological advancements in hospitals themselves. Both central and regional government hospitals are subject to these demands and are expected to enhance professionalism, entrepreneurship, transparency, and accountability.

Regional Public Service Agencies (BLUD) are government institutions established to provide services to the public by supplying goods and/or services without primarily seeking profit. Their activities are based on the principles of efficiency and productivity.

In the Indonesian governmental context, many units of activity have the potential to be managed more efficiently and effectively through BLUD patterns. Some receive significant revenue from the community in proportion to the services provided, while others rely heavily on State Budgets (APBN)/Regional Budgets (APBD). Units generating significant revenue from their services are granted flexibility in resource management to enhance service delivery.

To anticipate the constantly changing entrepreneurial environment, hospital management must be capable of devising a strategic planning document that maps strengths, opportunities, threats, and challenges, which serves as the basis for strategic decision-making to achieve the organization's vision and mission.

One effort aimed at improving healthcare service quality is to transform Polewali District General Hospital into a Regional Public Service Agency, considering the flexibility it provides, enabling the hospital to allocate resources freely according to changing hospital conditions. It is hoped that Polewali District General Hospital will grow and develop, efficiently manage finances, and even compete independently according to the established strategic plan.

The objectives of this study are: (1) To ensure that the Strategic Plan of Polewali District General Hospital is well-directed and serves as a guideline in the preparation of the Annual Budget Plan. Budget planning will be based on performance or outcomes to provide faster, easier, higher quality, and safer healthcare services to the public. The performance of services, finances, and benefits over the next 5 (five) years will continue to improve, and (2) With the objectives and targets of the Strategic Plan of Polewali District General Hospital, providing an attractive and functional hospital building, advanced medical and non-medical equipment in accordance with standards, skilled human resources with knowledge and attitudes acceptable to the user community, and organizing quality services of national standards, courteous, and enjoyable to enhance the hospital's competitiveness in the future. Enhancing human resources ready to serve in accordance with the Vision and Mission of Polewali District General Hospital, as well as improving the welfare of actively contributing employees.

METHODOLOGY

The research method used in this study is qualitative research, employing a descriptive approach. Narbuko & Achmadi (2004:44) define research as an attempt to narrate existing problem solutions based on data, presenting data, analyzing and interpreting them, and being comparative and correlative. Hadari Nawawi (2007:33) states that descriptive research aims to understand or describe the reality of the events under study or research conducted on independent or single variables, without making comparisons or linking them to other variables. Furthermore, descriptive research is limited to uncovering a problem, situation, or event as it is, merely presenting facts and providing an objective overview of the actual condition of the object under study.

The data obtained are collected and processed through a series of qualitative analysis processes. Data processing is carried out in the following stages:

1. Information collection through document studies, interviews, and direct observations;
2. Editing/organizing data, separating relevant data in line with research interests;
3. Data presentation after data reduction; the next step in analysis is data presentation. Data presentation aims to organize the reduced data, arranging them in patterns of relationships to enhance understanding. Data presentation can be in the form of narrative descriptions. At this stage, the researcher attempts to organize relevant data to derive meaningful conclusions and insights. This process involves displaying and establishing connections among

phenomena to interpret what actually occurred and what actions need to be taken to achieve the research objectives. Effective data display is a crucial step toward achieving valid and reliable qualitative analysis.

4. The final stage involves drawing conclusions, which are done carefully by verifying through a review of field notes, ensuring the validity of the data. (Sugiono: 2005).

RESULTS AND DISCUSSION

From the analysis of the situation regarding 4 (four) perspective variables, they are further identified into Critical Success Factors (CSF) which encompass opportunities and threats, strengths, and weaknesses. The results of this analysis are elaborated in the following analysis:

a. Opportunity Factor

The economic strength factors according to Mulyadi (2001) are variables that fall within the distant environment and have an influence on companies, while according to Amin (2004), in the strategic planning of every company, consideration must be given to economic trends in segments that affect its industry, including the general availability of credit, disposable income levels, and consumer spending trends.

From the above SWOT analysis, there are Opportunities (O): reducing the number of illnesses and accidents, increasing numbers of health insurance participants, increasing purchasing power of the community, and the need for health centers as a referral source being met and promptly served, economic influence, and policy influence. Regional Public Hospitals (RSUD) can implement strategies (SO): implementation and evaluation of governance in implementing the Public Service Agency (BLUD), formation of business units to increase productivity, establishing relationships with companies to become providers of corporate health services, publication of RSUD readiness to serve with "ready and sincere service" and achieved service performance. Implementation of strategies (WO): improvement of quality and quantity of medical, administrative, and nursing personnel, institutional restructuring oriented towards patient service satisfaction, implementation of high-quality medical services open for publication according to clinical medical standards, implementation of productivity and cost efficiency strategies.

b. Threat Factors

Competition driven by one company is bound to affect its competitors. According to Porter cited in Strategic Management (David J, 2004), the intensity of competition is related to several factors:

1. The number of competitors with various sizes and strengths provides many opportunities to implement strategies, but conversely, if competitors are of the same size, they will carefully observe each other in facing all competitive movements.
2. The industry growth rate will affect opportunities for companies to grow; if industry growth is rapid, and vice versa.
3. Product or service characteristics - if similar, each company will only compete on price and service.

4. Fixed costs - if a company's fixed costs are high, it should cut prices below total costs, at least to cover its fixed costs.

From the SWOT analysis, Threats (T) include competitor aggressiveness, growth of individual providers, technological influence, and service demand influence. Implementation strategies (ST) involve expanding public outreach, forming and optimizing communication forums, and evaluating follow-up actions. Implementation strategies (WT) include developing service infrastructure with market potential while considering social aspects, and improving unavailable service infrastructure.

c. Strength Factor

To obtain information related to the financial position and achievements of a company, one can refer to the company's financial statements, according to Munawair (1995). Financial statements are a crucial tool for obtaining information regarding the financial position and achievements. This data becomes significantly meaningful when compared across two or more periods and analyzed further, enabling the acquisition of data that can support decision-making.

According to Munawair (1995), a company is said to have a strong financial position if it is able to:

1. Meet its obligations on time.
2. Maintain sufficient working capital for normal operations.
3. Pay required interest and dividends.
4. Maintain a favorable credit rating.

Revenue is the income received from selling services to customers, where this revenue source can come from both cash and non-cash transactions.

From the SWOT analysis, strengths (S) include service readiness, availability of service options, hospital image, hospital visit coverage, satisfaction surveys, governance processes, innovation processes, compliance with regulations, social aspects, quality of place, crude death rate, net death rate, maternal mortality rate, human resources, human resource commitment, information technology, buildings, SGR (Service Gross Rate), and CRR (Case Rate).

d. Weakness Factors

With the potential market being vast and various companies and economic activities thriving, RSUD Polewali becomes strategically positioned. Supported by increasing revenue and expenditure, RSUD Polewali can maximize its potential for better healthcare service access. However, limited human resources and suboptimal budget allocation for enhancing human resources through workshops and training remain significant shortcomings. The lack of an integrated hospital information system among units is also a weakness that needs to be addressed in the future.

From the SWOT analysis, weaknesses (W) include competitive tariffs, public disclosure of SPM, service not based on customer satisfaction, partnerships, number of complaints, forced patient discharges, customer management processes, infant mortality rate, SPM achievements, supporting specialist doctors, equipment completeness, productivity strategies, and cost efficiency strategies.

Based on the SWOT matrix, the key success factors for the hospital are as follows:

1. Maintain the achievement of minimal service standard (SPM) and strengthen its evaluation.

2. Institutional restructuring oriented toward patient service satisfaction.
3. Full BLUD status for hospital financial management.
4. Tariffs according to the needs and economic capabilities of the community through unit cost preparation.
5. Optimization of unmeasured SPM, especially service timing determinations.
6. Enhancement of the quality and quantity of medical, administrative, and nursing personnel.
7. Development of infrastructure and services with market potential while considering social aspects.
8. Improvement of existing service infrastructure completeness and quality.
9. Formulation and implementation of human resource productivity and cost efficiency strategies.
10. Expand relationships with companies to become providers of corporate healthcare services.
11. Communication forum and follow-up evaluation of forum results.
12. Publicity as a means of communicating with the public about the hospital's readiness to provide "ready and sincere service" and achieved service performance.
13. Broad dissemination of information to the public.

1. Setting Targets and Strategic Plan Work Programs

To achieve strategic goals and performance indicators while considering the organization's position from environmental analysis, a business strategy is developed with work programs and financing frameworks to implement policies and programs. These programs are further detailed into activities to be carried out annually. The programs and activities to meet performance indicator targets are as follows:

a. Financial Perspective

- Target: Implementation of human resource development through continuous education and training.
- Size: The average number of employees attending education and training reaches 70%.
- Programs. Regional public service agency service standardization program.
- Activity. Formal education and training.

a. Customer Perspective

- Target:
 - Implementation of services in accordance with National Standards with behavior.
 - Human resources are polite and able to please customers.
 - Active auxiliary role in reducing maternal and child mortality rates.
- Size :
 - Customer satisfaction index reaches 90%.
 - Patient visit coverage increases.
 - Quality of place: BOR = 75- 80 %, BTO > 30 days, TOI= 1-3 days, LOS= 3.37.
 - Quality of service: GDR < 45 sufferers, NDR < 25 sufferers, Maternal deaths < 2.5/ 1000, infant deaths < 20/ 1000, Service output indicators according to SPM.
- Programs:
 - Regional public service agency service standardization program.
 - Regional public service agency health service programs.

- Activity :
 - Preparation of health standards
 - Procurement of medicines, procurement of medical equipment, procurement of laboratory materials and equipment, procurement of food for patients, services.
 - Building maintenance, installation/network maintenance, transportation equipment maintenance, information technology maintenance, office and household equipment maintenance, office equipment maintenance, medical equipment maintenance, maintenance and calibration, visitation costs.

a. Internal Business Perspective

- Target: Active auxiliary role in reducing maternal and child mortality.
- Size: Quality of place : BOR = 75- 80 %, BTO > 30 days, TOI= 1-3 days, LOS= 3.37. Quality of service: GDR < 45 sufferers, NDR < 25 sufferers, Maternal deaths < 2.5/ 1000, infant deaths < 20/ 1000, Service output indicators according to SPM.
- Program: Regional public service agency health service program.
- Activities: Service fees. Perspektif Pertumbuhan dan Pembelajaran
 - Target: To provide attractive, interesting and functional hospital facilities.
 - Size :
 - Implementation of hospital administration services.
 - Availability of hospital facilities according to standards and functions.
 - Increase in hospital types.
 - Programs:
 - Office administration services program
 - Program to improve the development of performance and financial achievement reporting systems.
 - Apparatus discipline improvement program.
 - Program to improve apparatus facilities and infrastructure
 - Procurement program, improvement of hospital facilities and infrastructure.
 - Activities: Expenditure for employee salaries and allowances, provision of correspondence services, provision of communication services, water and electricity resources, provision of maintenance and licensing services for official/operational vehicles, provision of office cleaning services, provision of reading materials and statutory regulations, provision of food and drinks, coordination meetings and consultations outside and within the region, preparation of year-end financial reports, preparation of RKA-DPA and DPAL SKPD, procurement of official clothing and equipment, electricity/water/telephone subscription service costs, procurement of office stationery.

2. Implementation of the Polewali Regional General Hospital Strategy Plan for 2014-2019.

According to Amirullah (2002), the implementation stage of a strategy is necessary with the primary aim of detailing more clearly and accurately how the selected strategy will be realized. Without implementation, the process of formulating and analyzing strategies will only remain a distant dream from reality (Sayuti, 2005).

By considering the predetermined results, the path to be taken is how to develop the services that can be most immediately improved at the Regional General Hospital of Polewali. Considering the three perspective variables, compared to other available

services at the hospital, medical check-up (MCU) services and service distribution through strategic partnerships are the most feasible.

In the preparation of the strategy plan, the first step is to determine the long-term goals or strategic long-term targets which serve as the direction, commitment, and tool to mobilize resources and business energy to achieve what is outlined in those targets (Mulyadi, 2007).

From the selected strategic alternatives above, the Polewali Regional General Hospital will set six (6) strategic goals for the development of the Medical Check-Up clinic for the next 5 years as follows:

- 1) Increasing the revenue of RSUD Polewali;
- 2) Increasing the revenue of other production units;
- 3) Enhancing customer trust;
- 4) Seizing market opportunities;
- 5) Enhancing the capability of healthcare personnel;
- 6) Improving service quality.

Then the formulation of a Strategic Map was carried out. A Strategic Map is an illustration of the interrelation between a number of strategic objectives, in the form of cause-and-effect relationships, which explain the organization's strategy journey (Luis S, 2007). Finance is crucial for every organization, regardless of whether the organization is expected to make a profit or not (non-profit). According to Luis S. (2007), finance is essential because good financial management is needed to run an organization, especially for profit-seeking organizations, making financial factors very important indicators.

To achieve strategic goals and target performance indicators while considering the organization's position resulting from environmental analysis, strategies are developed with work programs and financing frameworks to implement policies and programs. These programs are then further elaborated into activities to be carried out annually.

Strategic management systems translate an organization's vision and strategy into operational goals and measures, which are then expressed in three (3) variable perspectives: financial perspective, internal business process perspective, and learning and growth perspective.

In the financial perspective, financial goals are central to strategic goals and measures across all perspectives. Each chosen measure should be part of a cause-and-effect relationship that can improve financial performance and is an essential component because this measure can ensure the company's position. According to Kaplan, Robert S. (2000), financial goals may vary greatly for each stage of the business lifecycle, namely:

a. Growth

This is the initial stage of a company's life cycle where the company has products or services with significant growth potential. The financial goal at this stage is the percentage of revenue growth and sales growth in various target markets, customer groups, and regions. Performance measures suitable for this stage include revenue or sales growth rates in targeted market segments.

b. Sustain

This is the stage where the company continues to invest and reinvest, indicating the best return on investment. The financial goals at this stage are related to the return on investment made.

c. Harvest

This is the stage where the hospital reaps the rewards of its investment. The main goal and measure at this stage are to maximize operational cash flow and save various working capital requirements.

According to Purwanto (2007), financial analysis is related to the role and responsibilities of financial management, which include cash control and financial needs planning. There are several factors that are the focus of financial analysis, namely:

1. Analysis of total financial resources and their strength, business activities, and cash flow;
2. Analysis of capital costs in relation to the industry and competitors;
3. Analysis of effective capital structure, allowing for flexibility, and the collection of additional capital if needed;
4. Financial planning, working capital, and effective and efficient capital budgeting procedures;
5. Accounting systems for planning, cost budgeting, and effective and efficient audit procedures;
6. Inventory valuation policies.

In this internal business perspective, the hospital measures all activities carried out by the hospital staff to create a product or service that can provide certain satisfaction to customers. According to Kaplan and Norton (1996), in this regard, companies focus on three main business processes, namely:

1. Innovation Process

The innovation process involves researching evolving or currently hidden customer needs, as well as anticipated needs, and developing products or services required. It's a critical process where the efficiency, effectiveness, and timeliness of innovation drive cost efficiency in creating added value for customers.

Broadly speaking, the innovation process can be divided into two categories: (1) measuring the innovation process, which involves basic and applied research, can be measured by calculating the percentage of sales of new products or services, and (2) measuring the product/service development process.

2. Operation Process

The operational process involves creating and delivering products or services by each business organization, emphasizing process efficiency, consistency, and timeliness of goods and services provided to customers.

In the operational process, performance measurement is conducted across three dimensions:

a) Measurement of the time efficiency required (time measurements).

According to Kaplan and Norton (1996), just-in-time production processes and MCE ratios can also be applied to service companies. Avoiding wasted time in service delivery is even more critical than in manufacturing companies because customers typically become frustrated if they have to queue for service.

b) Measurement of process production quality (quality process measurements).



Regarding the quality of production processes, according to Kaplan and Norton (1996), service companies must be able to identify deficiencies in internal processes that can negatively impact costs, responsiveness, or customer satisfaction.

c) Measurement of production process cost efficiency (process cost measurements).

The third dimension involves measuring the costs incurred to produce products. In traditional cost allocation systems, accounting systems have largely measured the costs incurred for the use of resources within departments, in operational processes, or individual obligations. However, this system does not significantly contribute to calculating the costs of activities that arise in producing products (operational processes). Therefore, the Activity-Based Costing (ABC) system has been developed, which helps managers accumulate the overall costs incurred in operational processes.

3. After Sales Service

The final stage in measuring internal business processes involves measuring after-sales service to customers. This measurement is a crucial part of internal business processes because after-sales service significantly impacts customer satisfaction levels. Activities included in after-sales service include warranties and repair activities, treatment of defective or damaged products, invoicing processes, and billing.

According to Kaplan and Norton (1996), the objective in the perspective of growth and learning is to provide infrastructure and incentives that enable other perspectives to be achieved. This objective illustrates the importance of a business organization continually paying attention to its employees, monitoring employee welfare, and enhancing employee knowledge because increasing employee knowledge levels will impact the ability of employees to participate in achieving results. In this perspective, there are three important dimensions that must be considered for measurement, including:

a. Employee Capabilities/Abilities

In measuring workers' abilities, measurements are made on 3 (three) main things, namely:

1) Employee Satisfaction

Measurements of the level of employee satisfaction include, among other things, the level of employee involvement in the decision-making process, appreciation for doing a job well, ease of obtaining information so that they can do their work, the level of support given to employees, and the overall level of employee satisfaction with the agency.

Worker productivity at work can be measured in various ways, including through the salary earned by each worker, or it can also be measured using the ratio between the compensation received by workers compared to the number of existing workers.

2) Employee Retention

The aim of employee retention is to retain as long as possible the workers who are interested in the agency. To measure this, this is by calculating the percentage of workers who quit their jobs of their own accord at the level of key office holders.

3) Measurement of Worker Productivity

According to Kaplan and Norton (1996) worker productivity is a measure of results, the overall impact of efforts to increase morale, worker skills, innovation, internal processes and customer satisfaction. The aim is to compare the output produced by workers with the number of workers deployed to produce that output. A simple measure of productivity is income per worker.

b. Information Systems Capabilities

Improving employee quality and worker productivity is also influenced by access to information systems owned by hospitals. The easier it is to obtain information, the better employees will perform.

Measuring access to a hospital's information system can be done by measuring the percentage of information available to employees regarding their customers, the percentage of information available regarding production costs and so on.

c. Motivation, Empowerment and Alignment

If employees do not have the motivation to improve their performance even though they are provided with access to such good information then all of this will be in vain. So it is necessary to make various efforts to increase employee motivation at work. Measuring employee motivation can be done through several dimensions, namely:

1) Measuring the suggestions given to the hospital and implementing them.

This is done by measuring the number of suggestions submitted by each employee to the agency, especially measuring suggestions that support improving hospital quality and increasing hospital income and were successfully implemented in a certain period.

2) Measurement of improvements and improvements in worker performance.

Measurements can be made by detecting how much costs are wasted due to delays in delivery, the number of damaged products, leftover materials and the presence of workers.

CONCLUSION

Based on the research findings and discussions, the conclusions are as follows:

1. The performance of the Regional Public Hospital (RSUD) can be effectively directed by improving the quality of services to the community according to the 4 perspectives, namely the financial perspective, customer perspective, internal business perspective, and growth and learning perspective.
2. To enhance the effectiveness of hospital services, it is essential to identify the analysis results of the situation regarding 3 perspectives into factors of opportunities and threats, strengths, and weaknesses.

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