

**OVERVIEW OF FACTORS CAUSING INEFFICIENCY IN BED
OCCUPANCY RATIO (BOR) USING THE FISHBONE METHOD
AND URGENCY, SERIOUSNESS, GROWTH (USG)
ANALYSIS AT RSUD SARAS ADYATMA**

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ABSTRACT

Background: *Bed Occupancy Ratio (BOR) is an indicator of the efficiency of hospital bed utilization. According to the Indonesian Ministry of Health, the ideal BOR value ranges from 60% to 85%. RSUD Saras Adyatma has shown inefficient BOR performance over the past four years, with values of 2.6% in 2022, 6% in 2023, 16% in 2024, and 28% in 2025.*

Objective: *To identify the factors causing BOR inefficiency using the fishbone method and to determine problem priorities using the Urgency, Seriousness, and Growth (USG) method.*

Methods: *This research is descriptive design with a qualitative approach. The research subjects consisted of four inpatient ward heads and one medical records unit coordinator as a triangulation informant. Data were collected through semi-structured interviews, observations, and documentation, and then analyzed using a fishbone diagram based on the 5M aspects (man, money, methods, materials, and machine), followed by problem prioritization using the USG method.*

Results: *The average Bed Occupancy Rate (BOR) at RSUD Saras Adyatma in 2025 was 28%, indicating an inefficient level of bed utilization. Factors contributing to this inefficiency include insufficient human resources, suboptimal coordination among units, incomplete supporting equipment and facilities, inconsistent implementation of patient admission procedures, and the absence of regular evaluations of inpatient service indicators. The results of the Urgency Seriousness Growth (USG) analysis identified the hospital's lack of essential diagnostic facilities, specifically MRI and CT Scan services, as the top-priority problem.*

Conclusion: *The BOR of RSUD Saras Adyatma has not yet reached an efficient level and is influenced by various factors within the 5M aspects. The main priority factor requiring immediate improvement is the machine aspect, specifically the insufficient availability of supporting equipment.*

Keywords: *Bed Occupancy Ratio, hospital efficiency, fishbone analysis, USG, inpatient care.*

**GAMBARAN FAKTOR PENYEBAB KETIDAKEFISIENAN
BED OCCUPANCY RATIO (BOR) DENGAN
METODE *FISHBONE* DAN *URGENCY*
SERIOUSNESS GROWTH (USG) DI
RSUD SARAS ADYATMA**

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ABSTRAK

Latar Belakang: *Bed Occupancy Ratio* (BOR) merupakan indikator efisiensi pemanfaatan tempat tidur rumah sakit. Nilai BOR ideal menurut Kementerian Kesehatan RI berada pada rentang 60–85%. RSUD Saras Adyatma menunjukkan capaian BOR yang belum efisien selama empat tahun terakhir, yaitu 2,6% pada tahun 2022, 6% pada tahun 2023, 16% pada tahun 2024, dan 25% pada tahun 2025.

Tujuan: Mengetahui faktor penyebab ketidakefisienan BOR menggunakan metode *fishbone* dan menentukan prioritas masalah dengan metode *Urgency, Seriousness, Growth* (USG).

Metode: Penelitian ini menggunakan jenis deskriptif dengan pendekatan kualitatif. Subjek penelitian terdiri dari empat kepala ruang rawat inap dan penanggung jawab unit rekam medis sebagai triangulator. Data dikumpulkan melalui wawancara semi terstruktur, observasi, dan dokumentasi, kemudian dianalisis menggunakan diagram *fishbone* berdasarkan aspek 5M (*man, money, methods, materials, machine*) serta penentuan prioritas masalah dengan metode USG.

Hasil: Rata-rata BOR RSUD Saras Adyatma tahun 2025 sebesar 28% sehingga termasuk kategori tidak efisien. Faktor penyebab ketidakefisienan meliputi kurangnya SDM, koordinasi antarunit yang belum optimal, alat penunjang dan fasilitas yang belum lengkap, implementasi alur penerimaan pasien yang belum konsisten, serta belum adanya evaluasi berkala indikator rawat inap. Hasil analisis USG menunjukkan prioritas utama permasalahan adalah kurangnya fasilitas pelayanan rumah sakit yaitu MRI dan *CT Scan*.

Kesimpulan: BOR RSUD Saras Adyatma belum efisien dan dipengaruhi oleh berbagai faktor pada aspek 5M, dengan faktor *machine* yaitu alat penunjang yang kurang lengkap sebagai prioritas utama yang perlu segera diperbaiki.

Kata Kunci: *Bed Occupancy Ratio*, efisiensi rumah sakit, *fishbone*, USG, rawat inap.