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Good Practices in Social Security

Good practice in operation since: 2016

Customer Service Time Index and Customer Voice integrated system: CSTI-SUPEL

**Social Security Administering Body for the Health Sector
Indonesia**

Summary

Since the transformation of the Health Insurance for Government Employees (PT ASKES) into the Social Security Administering Body for the Health Sector (BPJS Kesehatan) in 2014, the interest of the people to participate in the National Health Insurance program (Jaminan Kesehatan Nasional – JKN) Indonesian health cards (KIS) has grown. The service in branch offices is far from perfect because of the long queues and the lack of uniformity in the service counters.

In June 2016, BPJS Kesehatan made a new innovation in the form of the Customer Service Time Index application (CSTI) as a service and waiting time tool and the Customer Voice application (SUPEL) to measure the service performance of front liners. These two applications were then integrated into the CSTI-SUPEL application that could be used as customer feedback tools in order to achieve a high customer satisfaction index.

The integration of the CSTI-SUPEL requires customers to fill out a customer satisfaction feedback form in order to obtain the next queue number using the CSTI.

The issue or challenge

What was the issue or challenge addressed by your good practice? Please provide a short description.

Ever since the launching of the JKN-KIS program in 2014, there were no specific policies regarding the speed and certainty of service. This has cause customers to experience several inconveniences such as:

- All customers, especially potential customers, must come early in the morning to get a queue number even before office hours.
- There was no certainty regarding the waiting and service times.
- The attitude of front liners in administering service was not yet standardized in terms of speed and accuracy.
- There was no standardization of service counters.

The sub-optimal service as described above has led to:

- Customers who initially wanted to register become unwilling to register. This is contrary to the BPJS Kesehatan mandate of achieving universal health coverage in accordance with the law UU No. 24 of 2011.
- Customers do not get speedy service when registering with BPJS Kesehatan, which is an important dimension of public service satisfaction.
- On a national scale, complaints regarding administrative service are still relatively high.

Based on these conditions, BPJS Kesehatan issued in 2015 Director Regulation No. 73 to establish targets for the front line waiting time service to be 7 minutes on average, and for front line service time to be 3 minutes on average. This Director Regulation has become the basis to innovate through applications that regulate the service and waiting times.

Addressing the challenge

What were the main objectives of the plan or strategy to resolve the issue or challenge? List and briefly describe the main elements of the plan or strategy, focusing especially on their innovative feature(s) and expected or intended effects.

The biggest challenge that the BPJS Kesehatan faces is higher customer expectations, given that customer interest on the JKN-KIS program is still high. There is still a lot of customers who go to the branch offices. BPJS Kesehatan initiated the CSTI-SUPEL application as a response, with the implementation of a strategic planning as follows:

- In June 2016, the CSTI queuing system was implemented using a local server of one of the pilot branch offices, the Serang branch office. The development of the application was designed to support the estimation of service time and waiting time so that customers have certainty in terms of the service time. This was all ultimately done in order to improve customer satisfaction.
- In September 2016, the implementation of the CSTI was evaluated which led to another innovation for the service time monitoring mechanism, which was done through the coloured displayed in the TV monitor screen of the back office and that of the Head of the Customer Service Department.
- By the end of January 2017, the customer satisfaction levels under the oversight of the Deputy Director for the Banten, West Kalimantan and Lampung areas were evaluated. The Serang branch office received a score that did not quite reach the target, which brought up another idea to create another innovation by obtaining direct feedback from the customers.
- In order for the two applications to run simultaneously when the front liner serves a customer from the moment the customer arrives until he/she leaves, the application was designed into one integrated application in February 2017. The Supervisor of the front liners directly supervised the waiting and service times in accordance with the service level agreement (SLA). Customers gave feedback on the service received.
- By mid-2017, the CSTI-SUPEL application pilot project in the Jakarta region was launched.
- From the end of 2017 until March 2018, a gradual national implementation of the CSTI-SUPEL was conducted.

The expected results from the CSTI-SUPEL are primarily the improvement in customer satisfaction in terms of certainty in service times and the receipt of satisfactory feedback on services. For BPJS Kesehatan, the application facilitates the monitoring and evaluation of its services.

Targets to be achieved

What were the quantitative and/or qualitative targets or key performance indicators that were set for the plan or strategy? Please describe briefly.

The development of the CSTI-Supel application aims to accelerate the resolution of issues in terms of:

- giving certainty for waiting time and service time;
- giving feedback on service satisfaction;
- monitoring frontline service in terms of service time and attitude; and
- standardization of service.

Evaluating the results

Has there been an evaluation of the good practice? Please provide data on the impact and outcomes of the good practice by comparing targets vs actual performance, before-and-after indicators, and/or other types of statistics or measurements.

With the implementation of the CSTI-SUPEL, the most beneficial outcome is the ease to automatically record the waiting time and service time. The application produces highly beneficial data such as:

- number of daily visits;
- service time and waiting time;
- customer satisfaction rating;
- average service time in each counter; and
- information for service time and satisfaction evaluation of each frontline officer.

These outcomes give beneficial insights in the implementation of the BPJS Kesehatan management control system and its monitoring and controlling function, where the targets that have been established by the Management are monitored continuously by all work units.

In order for the activity progress to be visible from time to time and in a dashboard form, the activities in every work unit are required to be routinely reported to the Management in the form of a work program.

Considering the fact that there are a lot of work programs that must be carried out, the automation of the process of each work program is required. The existence of CSTI-SUPEL and its data outcomes are thus highly valuable for the evaluation of customer service improvements and in implementing Prime Service which is one of the work programs that must be carried out by all work units.

Lessons learned

Based on the organization's experience, name up to three factors which you consider as indispensable to replicate this good practice. Name up to three risks that arose/could arise in implementing this good practice. Please explain these factors and/or risks briefly.

The CSTI-SUPEL application may be replicated by other public service bodies by taking into consideration the following:

- readiness of the application system;
- understanding the sense of urgency to simplify business processes so that customer satisfaction is not overlooked when setting targets;
- ensure the knowledge and compliance of officers (security guards and front liners) towards the policies and the system; and
- create of a business continuity procedure in cases when the system is down.

Besides paying attention to the above, some risks that may occur in the implementation of the CSTI-SUPEL such as:

- system down time;
- lack of understanding by officers of CSTI-SUPEL policies, creating errors in identifying the needs of customer and mistakes in counter destination; and
- customers are unwilling to complete the CSTI-SUPEL application.

As with all good applications, the CSTI-Supel application features may be tailored to the needs of service and waiting time supervision. It also acts as an application that can support the achievement of targets in the area of customer satisfaction by:

- functioning as a time indicator that monitors service and waiting times in accordance with the SLA that has been established; and
- assessing the Prime Service performance of frontline officers in each counter.