

INTISARI

RITA, J. 2015, ANALISIS KINERJA INSTALASI FARMASI RSUD UNDATA PALU PROVINSI SULAWESI TENGAH DENGAN PENDEKATAN *BALANCED SCORECARD*, TESIS, FAKULTAS FARMASI, UNIVERSITAS SETIABUDI, SURAKARTA.

Seiring dengan meningkatnya pembiayaan dan tingkat kompetisi antar rumah sakit, serta semakin tingginya tuntutan masyarakat akan pelayanan yang bermutu dan terjangkau, maka diperlukan analisis untuk mengetahui sejauh mana pencapaian kinerja yang telah dilakukan. Analisis kinerja Instalasi Farmasi Rumah Sakit (IFRS) dengan konsep *Balanced Scorecard* merupakan alat untuk mengevaluasi kinerja organisasi secara komprehensif dengan menggunakan empat perspektif, yakni pembelajaran dan pertumbuhan, proses bisnis internal, customer, dan keuangan. Tujuan penelitian adalah Untuk mengetahui kinerja Instalasi Farmasi RSUD Undata Palu yang ditinjau melalui empat perspektif *Balanced Scorecard*.

Penelitian ini menggunakan rancangan penelitian studi kasus non eksperimental dengan pendekatan deskriptif eksploratif. Data diperoleh secara retrospektif dan prospektif. Data kualitatif diperoleh berdasarkan kuisisioner dengan skala yang diisi secara langsung oleh responden, wawancara mendalam dengan apoteker dan staf Instalasi Farmasi Undata Palu. Data kuantitatif diperoleh berdasarkan survei untuk melihat perspektif keuangan, observasi langsung, survei terhadap resep dan laporan keuangan Instalasi Farmasi Undata Palu.

Hasil penelitian memperlihatkan bahwa 1) kinerja pada perspektif keuangan tahun 2013 dan 2014 berturut-turut: *ITOR*: 8,33 kali dan 11,50 kali; *Gross Profit margin*: 28,75% dan 17,89%; *Growth ratio on sales* : 0,84% dan 5,54%. 2) kinerja pada perspektif pelanggan adalah kepuasan pasien dapat disimpulkan bahwa pasien merasa belum puas ditandai dengan nilai kinerja dan harapan yang beda secara signifikan, nilai *gap* terbesar adalah *reliability*: -2,40, *emphaty*: -2,34, *assurance*: -2,28, *tangibels*: -2,16, dan *responsiveness*: -2,03; tingkat keterjangkauan pasien bulan April 2015: 81,15%; tingkat perolehan pelanggan tahun 2013 dan 2014: 37,57% dan 39,73%. 3) kinerja pada perspektif proses bisnis internal: tingkat ketersediaan obat bulan April 2015: 97,53%; rata-rata waktu penyediaan obat: 8,91 menit untuk non racikan dan 22,21 menit untuk racikan; proporsi obat yang diserahkan 100% dengan label yang benar; tingkat *medication error* akibat *prescribing error* dan tingkat *potential error* akibat *pharmaceutical error*: 0%; rata-rata pemberian informasi obat: 25,70 detik. 4) Kinerja pada perspektif pembelajaran dan pertumbuhan: persentase karyawan IFRS yang mendapat pelatihan pada tahun 2013 dan 2014 masing-masing: 16,67% dan 30%; SIM belum berkembang; tingkat produktivitas karyawan: 86,66%; kepuasan karyawan baik.

Kata kunci: Evaluasi, Kinerja, *Balanced Scorecard*, Instalasi Farmasi RSUD Undata Palu Provinsi Sulawesi Tengah

ABSTRACT

RITA, J. 2015, ANALYSIS ON THE PERFORMANCE OF PHARMACEUTICAL INSTALATION IN REGIONAL PUBLIC HOSPITAL OF UNDATA PALU THE PROVINCE OF SULAWESI TENGAH THROUGH *BALANCED SCORECARD* APPROACH, THESIS, FACULTY OF PHARMACY, SETIA BUDI UNIVERSITY, SURAKARTA.

Along with the rising cost and the degree of competition among hospitals, as well as the increasing demands of the community to ward the qualified and reachable service, analyses is needed to find out how far the performance achievement which has been carried out. Analyses on the performance of Hospital Pharmaceutical Installation (HPI) through *Balanced Scorecard* is a tool of evaluating the performance of an organization by using four perspectives, they are learning and growth, internal business process, customer, and financial. This research aims at finding out the performance of Pharmaceutical Installation of Undata Palu Regional Public Hospital through four perspectives of *Balance Scorecards*.

This research using non experimental case study arrangement research through explorative descriptive approach. Data collection was retrospective and prospectively. Qualitative data was obtained by questionnaire with a scale that is filled directly by the respondent, in-depth interviews with pharmacists and staff Pharmacy Undata Palu. Quantitative data obtained based on a survey to look at the financial perspective, direct observation, a survey of prescriptions and the financial statements Pharmacy Undata Palu.

Result of this research showed 1) Performance on financial perspective in 2013 and 2014 respectively: ITOR as much as 8.33 and 11.50 times per year; *Gross profit margin* as much as 28.75% and 17.89%; *Growth ratio on sales* as much as 0.84% and 5.54%; 2) Performance on customer perspective of patient's satisfaction can be concluded that unsatisfied customers designated by performance score with significantly different expectation, the highest gap score is the *reliability* as high as -2.40, *empathy* as high as -2.34, *assurance* as high as -2.28, *tangibels* as high as -2.16, and *responsiveness* as high as -2.03; degree of patient coverage in April 2015 was 81.15%; degree of customers acquisition in 2013 and 2014 were 37.57% and 39.73%. 3) Performance on the perspective of internal business process: degree of medicine availability in April 2015 was 97.53%; duration of dispensing time was 8.91 minutes for non compounding prescription and 22.21 minutes for compounding prescription; proportion of the medicine delivered was 100% with appropriate labels; degree of *medication error* caused by *prescribing error* and degree of *potential error* caused by *pharmaceutical error* was 0%; average of giving medicine information was 25.70 seconds. 4) Performance on perspective of learning and growth: percentage of employees in HPI who obtained training in 2013 and 2014 was 16.67% and 30% respectively; SIM before developing; degree of employee productivity was 86.66%; employees satisfaction was good.

KeyWords: Evaluation, Performance *Balanced Scorecard* Pharmacy Department General Hospital Pharmacy Undata Palu Central of Sulawesi