

INTISARI

SAPUTRA, S., T., 2015, ANALISIS KINERJA DALAM RANGKA PENYUSUNAN PETA STRATEGI INSTALASI FARMASI RSUD AM PARIKESIT TENGGARONG KUTAI KARTANEGARA KALIMANTAN TIMUR DENGAN PENDEKATAN *BALANCED SCORECARD*, TESIS, FAKULTAS FARMASI, UNIVERSITAS SETIA BUDI, SURAKARTA.

Instalasi Farmasi RSUD AM Parikesit selalu berupaya meningkatkan kualitas pelayanan, maka perlu dilakukan analisis kinerja dan pemetaan strategi di Instalasi Farmasi RSUD AM Parikesit. Konsep *balanced scorecard* merupakan alat evaluasi kinerja komprehensif melalui empat perspektif yakni, keuangan, pelanggan, proses bisnis internal, pembelajaran dan pertumbuhan. Tujuan penelitian mengevaluasi kinerja Instalasi Farmasi RSUD AM Parikesit ditinjau melalui empat perspektif *balanced scorecard* dan menentukan peta strategi berdasarkan hasil evaluasi kinerja tersebut.

Penelitian ini merupakan non eksperimental rancangan deskriptif eksploratif. Pengumpulan data secara retrospektif dan prospektif berupa data kualitatif dan kuantitatif. Penelitian menggunakan indikator keempat perspektif *balanced scorecard* yang akan menentukan kinerja Instalasi Farmasi RSUD AM Parikesit dan kemudian menjadi dasar penyusunan peta strategi.

Hasil penelitian menunjukkan nilai *Inventory Turn Over Ratio* and *Groos Ratio on Sales* pada tahun 2013 dan 2014 telah memenuhi standar namun mengalami penurunan pada tahun 2014; pertumbuhan *customer* mengalami peningkatan tiap tahunnya. *Dispensing time* sudah memenuhi standar; tingkat antrian perhari rata-rata 93,65 % pasien terlayani dengan baik; tingkat *potential error* 0 %; tingkat pelatihan karyawan mengalami peningkatan tiap tahunnya. Tingkat produktifitas karyawan dalam kategori baik; nilai rata-rata kategori tinggi pada semangat kerja, kepuasan kerja, *knowledge, empskill, talent*, budaya organisasi, *leadership, alignment*. Teknologi informasi, *database* dan *network* menunjukkan nilai rata-rata kategori tinggi namun perlu adanya pemutakhiran sistem informasi manajemen yang mendukung pengelolaan serta pelaporan obat dan peningkatan jaringan komunikasi dengan *customer*. Indikator yang perlu mendapatkan perhatian untuk diperbaiki adalah nilai *Groos Profit Margin*, kepuasan pasien, tingkat keterjaringan *customer*, tingkat ketersediaan obat, kelengkapan label, komponen pemberian informasi obat dan tingkat *medication error*. Peta strategi disusun dengan sasaran strategik utama yaitu meningkatnya kualitas proses pelayanan kefarmasian, peningkatan kepuasan pasien dan meningkatkan penerimaan Instalasi Farmasi RSUD AM Parikesit.

Kata kunci : Evaluasi kinerja, Peta strategi, *Balance Scorecard*, Instalasi Farmasi RSUD AM Parikesit Tenggarong Kutai Kartanegara Kalimantan Timur

ABSTRACT

SAPUTRA, S., T., 2015, ANALYSIS ON THE PERFORMANCE OF STRATEGY MAP IN THE PHARMACY DEPARTMENT AM PARIKESIT TENGGARONG KUTAI KARTANEGARA EAST OF KALIMANTAN REGIONAL GENERAL HOSPITAL THROUGH BALANCED SCORECARD APPROACH, SETIA BUDI UNIVERSITY, SURAKARTA

Pharmacy Department AM Parikesit Regional General Hospital always working improve the quality of service, analyses is need to find the performance and mapping strategy in Pharmacy Department AM Parikesit Regional Public Hospital. Balanced scorecard is the tools evaluating the performance of organization by using four perspective, they are financial, customer, internal bussines prosses, learning and growth. The study to evaluate the performance Pharmacy Department AM Parikesit Regional General Hospital through four perspectives of the balanced scorecard and determine the strategy map based on the results of the performance evaluation.

This research uses non experimental case study arrangement research the explorative descriptive approach. Data collection was retrospective and prospectively in the form of quantitive data. This study uses the indicator variables four perspectives and will determine the performance of Pharmacy Department AM Parikesit Regional General Hospital that would later be the basis for preparing a strategy map.

The results show the value of Inventory Turn Over Ratio and Groos Ratio on Sales in 2013 and 2014 in accordance with the standards, but decreased in 2014; the growth of customers has increased each year. Dispensing time already meet the standard; degree of average queu per day 93,65% patients were well served; the level of potential error was 0%; the level of employee training has increased each year. Good category productivity of employess; the average value of the high category in morale, job satisfaction, knowledge, empskill and talent, organizational culture, leadership, alignment. Information technology, database and network shows the average value of a high category but need the information management system updates for support the management and drug reporting, ease in accessing the data and need to improve communication with the customer network. Indicators that need attention to be improved is the value of Groos Profit Margin, patient satisfaction, customer average, availability of drugs, drugs labelling completeness, and a component drug information and the rate of medication errors. Map of the strategy drawn up with the objective of strategic main increasing process quality pharmacy services, increase a patient satisfaction and increase a revenue in Pharmacy Department AM Parikesit Regional General Hospital.

KeyWords: Evaluation, Strategy Map, Balanced Scorecard, Performance, Pharmacy Department AM Parikesit Tenggarong Kutai Kartanegara East of Kalimantan Regional General Hospital