

INTISARI

YEKWAM. V. A., 2013, ANALISIS KINERJA INSTALASI FARMASI RUMAH SAKIT UMUM DAERAH SORONG DENGAN PENDEKATAN *BALANCED SCORECARD*, TESIS, FAKULTAS FARMASI, UNIVERSITAS SETIA BUDI, SURAKARTA.

Pengukuran terhadap kinerja Instalasi Farmasi rumah Sakit Umum Daerah Sorong dilakukan secara komprehensif dengan pendekatan *Balanced Scorecard* (BSC) melalui empat perspektif yaitu keuangan, *costumer*, proses bisnis internal, serta pembelajaran dan pertumbuhan. Tujuan dari penelitian ini adalah untuk mengetahui kinerja Instalasi Farmasi Rumah Sakit Umum Daerah (IFRSUD) Sorong ditinjau dari empat perspektif BSC.

Penelitian ini dilaksanakan pada bulan Desember 2013- Februari 2014, menggunakan rancangan penelitian studi kasus non eksperimental dengan pendekatan deskriptif. Kinerja IFRSUD Sorong ditinjau dari empat perspektif yaitu keuangan (*ITOR*, *Gross Profit Margin* dan *Growth Ratio On Sales*) diambil data sekunder, *costumer* (kepuasan pasien dan keterjaringan pasien), proses bisnis internal (*dispensing time*, tingkat antrian, pelabelan obat yang benar, informasi obat dan ketersediaan obat), serta pembelajaran dan pertumbuhan (persentase karyawan yang ikut pelatihan, kepuasan karyawan dan produktifitas karyawan) diambil data primer. Data dianalisis secara deskriptif dan dibandingkan terhadap standar.

Hasil penelitian menunjukkan bahwa 1). Kinerja perspektif keuangan menunjukkan bahwa nilai *ITOR* pada tahun 2010, 2011, dan 2012 masing-masing sebesar 6,60 kali, 7,18 kali dan 8,24 kali; *Gross Profit Margin* pada tahun 2010, 2011, 2012 masing-masing sebesar 34%, 32,06%, dan 10,20%; *Growth Ratio On Sales* pada tahun 2010, 2011, dan 2012 masing-masing sebesar 27,61%, 102%, dan 20,50%. 2). Kinerja perspektif pelanggan menunjukkan kepuasan pasien belum puas dan tingkat keterjaringan pasien pada tahun 2012 sebesar 89,65%. 3). Kinerja perspektif proses bisnis internal pada tahun 2012 menunjukkan tingkat ketersediaan obat sebesar 89,67%; rata-rata waktu penyerahan obat 17,13 menit; rata-rata waktu pemberian informasi obat sebesar 14,68 detik; rata-rata tingkat antrian per hari sebesar 93,43%; dan persentase jumlah obat yang diserahkan dengan label yang benar sebesar 100%. 4). Kinerja perspektif pembelajaran dan pertumbuhan menunjukkan persentase pelatihan karyawan pada tahun 2010, 2011, dan 2012 masing-masing sebesar 10%, 16%, dan 22%; kepuasan karyawan dan tingkat produktifitas karyawan sudah baik. Kesimpulan dari penelitian ini adalah kinerja IFRSUD Sorong ditinjau dari 4 perspektif BSC masih kurang baik.

Kata kunci: Evaluasi, Kinerja, *Balanced Scorecard*, Instalasi Farmasi Rumah Sakit Umum Daerah Sorong

ABSTRACT

YEKWAM. V.A., ANALYSES ON THE PERFORMANCE OF PHARMACEUTICAL INSTALLATION IN SORONG LOCAL GENERAL HOSPITAL USE BALANCED SCORECARD APPROACH, THESIS, FACULTY OF PHARMACY, SETIA BUDI UNIVERSITY, SURAKARTA.

Measuring the performance of the Installation Regional General Hospital Pharmacy Sorong done comprehensively with the approach of the Balanced Scorecard (BSC) through four perspectives: financial, customer, internal business processes, and learning and growth. The purpose of this study was to determine the performance of the Installation of Pharmacy Regional General Hospital (IFRSUD) Sorong viewed from four perspectives of BSC.

This study was conducted in December 2013-February 2014, uses a case study design with a non-experimental descriptive approach. Performance Sorong IFRSUD terms of four perspectives: financial (ITOR, Gross Profit Margin and Growth Ratio On Sales), customer (patient satisfaction and degree of patient coverage), internal business processes (dispensing time, queue level, correct labeling of drugs, drug information and availability drugs), and learning and growth (percentage of employees who joined the training, employee satisfaction and employee productivity). Data were analyzed descriptively and compared to standards.

The results showed that 1). Performance of the financial perspective indicates that the value ITO in 2010-2012 amounted to 6.60 times, 7.18 times and 8.24 times; Gross Profit Margin was 34%, 32.06%, and 10.20% respectively for 2010, 2011, and 2012; Growth Ratio On Sales in 2010 amounted to 27.61%, in the year 2011 amounted to 102%, and in 2012 amounted to 20.50%. 2). Performance customer perspective showed patient satisfaction has not been satisfied and the patients selection level was 89.65%. 3). Performance of internal business process perspective showed that the medication availability level was 89.67%; the mean time of medication delivery was 17.13 minutes ; the mean time of medication information administration was 14.68 seconds; the mean daily queue level was 93.43%; and the proportion of medication amount given with correct label was 100% 4). The performance of learning and growth perspective showed that the proportion of employee training was 10%, 16%, 22%, respectively in 2010, 2011, and 2012; employee satisfaction and employee productivity level has been good. The conclusion of research was that the performance of IFRSUD Sorong was still poorly viewed from the 4 BSC perspectives.

Keywords: Evaluation, Performance, Balanced Scorecard, Installation Regional General Hospital Pharmacy Sorong