

INTISARI

MESSAKH M., 2018, ANALISIS KINERJA DALAM RANGKA PENYUSUNAN PETA STRATEGI INSTALASI FARMASI RSUD S. K LERIK KOTA KUPANG DENGAN PENDEKATAN *BALANCED SCORECARD*, TESIS, FAKULTAS FARMASI, UNIVERSITAS SETIA BUDI, SURAKARTA.

Instalasi Farmasi RSUD S. K Lerik berupaya meningkatkan kualitas pelayanan, dilakukan analisis kinerja dan pemetaan strategi. Konsep *balanced scorecard* merupakan alat evaluasi kinerja komprehensif melalui empat perspektif yakni, keuangan, pelanggan, proses bisnis internal, pembelajaran dan pertumbuhan. Tujuan penelitian untuk menentukan peta strategi berdasarkan hasil evaluasi kinerja.

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 menentukan kinerja Instalasi Farmasi RSUD S. K Lerik dan kemudian menjadi dasar penyusunan peta strategi.

Hasil penelitian menunjukkan nilai *ROI*, *ITOR* dan *GROS* pada tahun 2016 dan 2017 telah memenuhi standar : pertumbuhan *customer* mengalami peningkatan. *Dispensing time* sudah memenuhi standar; tingkat antrian perhari rata-rata 100% pasien terlayani dengan baik; tingkat *potential error* 0 %; tingkat pelatihan karyawan tidak mengalami peningkatan. Produktifitas karyawan dalam kategori baik; nilai rata-rata tinggi pada semangat kerja, kepuasan kerja, *knowledge*, *empskill*, *talent*, budaya organisasi, *leadership*, *alignment*. Teknologi informasi, *database* dan *network* nilai rata-rata tinggi. Indikator pada kepuasan pasien, keterjaringan *customer*, ketersediaan obat, kelengkapan label, komponen pemberian informasi obat dan tingkat *medication error* 0 %. Peta strategi disusun dengan sasaran strategic yaitu meningkatnya kualitas pelayanan kefarmasian, peningkatan kepuasan pasien dan meningkatkan pendapatan di Instalasi Farmasi RSUD S. K Lerik.

Kata kunci : Evaluasi Kinerja, Peta Strategi, *Balanced Scorecard*, Instalasi Farmasi RSUD S. K Lerik Kota Kupang.

ABSTRACT

MESSAKH M., 2018, PERFORMANCE ANALYSIS TO PREPARE STRATEGIC MAP THROUGH BALANCED SCORECARD APPROACH ON PHARMACY INSTALLATION AT SK. LERIK REGIONAL PUBLIC HOSPITAL, THESIS, SETIA BUDI UNIVERSITY, SURAKARTA

Pharmacy installation of Samuel Kristian (SK.) Lerik regional public hospital always tries to improve service quality, performance analysis and strategic mapping were conducted. Balanced scorecard concept is a comprehensive performance evaluation tool through four perspectives: finance, customers, internal business processes, learning and growth. This study objective was to determine strategic map based on the results of the performance evaluation.

Design of this study was non-experimental explorative descriptive. Qualitative and quantitative data form by retrospective and prospective data retrieval. This study uses four perspective indicator of balanced scorecard that determines the performance on pharmacy installation at SK. Lerik regional public hospital and become base to prepare strategic map.

Results of this study showed value of Return on Investment, Inventory Turn Over Ratio and Groos Ratio on Sales in 2016 and 2017 has met the standard although decreased in 2017; increased customer growth; dispensing time meets standards; queue rate per day on average 100% of patients served well; a potential error rate of 0%; the level of employee training has not increased. Employee productivity in either category; high average scores on work morale, job satisfaction, knowledge, skills, talents, organizational culture, leadership, alignment. Information technology, databases and networks have a high average value. Indicators on patient satisfaction, attainable level of patient, drugs availability, equipped label, components for providing drug information and 0% medication error rate. Strategic map was prepared with a strategic goal that is improving the quality of pharmaceutical services, increasing patient satisfaction and increasing revenue on pharmacy installation at SK. Lerik regional public hospital.

Keywords: Performance Evaluation, Strategic Map, Balanced Scorecard, Pharmacy Installation, SK. Lerik Regional Public Hospital.