INTISARI

DIANATI, S., 2020. ANALISIS KINERJA DALAM RANGKA PENYUSUNAN PETA STRATEGI INSTALASI FARMASI RUMAH SAKIT ISLAM JOMBANG DENGAN PEDEKATAN *BALANCE SCORECARD*, TESIS, FAKULTAS FARMASI, UNIVERSITAS SETIA BUDI, SURAKARTA.

Instalasi Farmasi Rumah Sakit Islam Jombang yang merupakan unit pelayanan penunjang medis yang dituntut pengelolaan dan pelayanan yang berkualitas, sehingga memerlukan evaluasi kinerja. Penelitian ini bertujuan untuk mengetahui kinerja IFRS dengan pendekatan *balanced scorecard* melalui 4 perspektif yakni, keuangan, proses bisnis internal, pertumbuhan dan pembelajaran serta pelanggan.

Rancangan penelitian ini merupakan non eksperimental dengan deskriptif analitik, menggunakan data restrospektif dan *concurrent* dari wawancara dan observasi. Penelitian ini dilakukan bulan Oktober 2019. Analisis data menggunakan analisis gap serta rumus perhitungan yang sesuai.

Hasil penelitian ini adalah perspektif keuangan menunjukkan nilai TOR memiliki tren meningkat, GPM dan GROS mengalami penurunan pada tahun 2018. Perspektif bisnis internal menunjukkan tingkat ketersediaan obat dan persentase resep terlayani terpenuhi, dispensing time belum memenuhi standar, PIO belum tersampaikan lengkap. Perspektif pertumbuhan dan pembelajaran menunjukkan semangat kerja dan kepuasan karyawan rata-rata dalam kategori tinggi namun pelatihan dan produktivitas karyawan rendah. Perspektif pelanggan menunjukkan kepuasan pasien tinggi namun ada selisih antara harapan dan kinerja, terutama pada dimensi *responsive*. Tingkat keterjaringan pasien tinggi namun pertumbuhan pasien rendah.

Kata kunci: *Balanced Scorecard*, Kinerja, Instalasi Farmasi

ABSTRACT

DIANATI, S., 2020. THE ANALYSIS OF STRATEGIC MAP PHARMACY DEPARTEMENT ISLAMIC HOSPITAL OF JOMBANG BY BALANCED SCORECARD, TESIS, FACULTY OF PHARMACY, SETIA BUDI UNIVERCITY, SURAKARTA.

Pharmacy department Islamic Hospital of Jombang is an medical support service which requires quality management and services, so that analysis of performance is required. This study aims to determine the performance of pharmaceutical departement by balanced scorecard approach of 4 perspective: finance, internal business processes, growth and learning and customers.

This research design was non-experimental with descriptive analytic, using retrospective and concurrent data from interviews and observation. This research was conducted in October 2019. Data analysis using gap analysis and the corresponding calculation formula.

The Result of this study were at financial perspective, TOR value has been increased trend, while GPM and GROS have decreased in 2018. Internal business perspective shows the level of drug availability and line patient were good, dispensing time was out of the standard, PIO has not been communication completely. Growth and learning perspectives show employee spirite and average employee satisfaction in the high category but low in training and employee productivity. Customer perspective shows high patient satisfaction but there were a difference between expectations and performance, especially on the responsive dimension. The level of patient network was high but patient growth was low.

Keywords: Balanced Scorecard, Performance, Pharmacy Departement