

INTISARI

FARAMITA, S. R., 2013, ANALISIS KINERJA INSTALASI FARMASI RSUD KRT. SETJONEGORO WONOSOBO JAWA TENGAH DENGAN PENDEKATAN *BALANCED SCORECARD*, TESIS, FAKULTAS FARMASI, UNIVERSITAS SETIA BUDI, 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 Setjonegoro yang ditinjau melalui empat perspektif *Balanced Scorecard*.

Penelitian ini menggunakan rancangan penelitian studi kasus non eksperimental dengan pendekatan deskriptif eksploratif. Pengumpulan data secara retrospektif dan prospektif berupa data kualitatif dan kuantitatif

Hasil penelitian memperlihatkan bahwa 1) kinerja pada perspektif keuangan tahun 2011 dan 2012 berturut-turut: ITOR: 6,2 kali dan 8,1 kali; *Gross Profit margin*: 40,18% dan 28,22%; *Growth ratio on sales*: 20,80% dan 31,85%. 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 *responsiveness*: -0,77, *emphaty*: -0,6, *tangibles*: -0,53, *assurance*: -0,49, dan *reliability*: -0,46; tingkat keterjaringan pasien bulan Desember 2012: 60,80%; tingkat pemerolehan pelanggan tahun 2011 dan 2012: 23,58% dan 31,21%. 3) kinerja pada perspektif proses bisnis internal: tingkat ketersediaan obat bulan Desember 2012: 97,24%; rata-rata waktu penyediaan obat: 15,90 menit untuk non racik dan 29,32 menit untuk racikan; tingkat antrian per hari rata-rata 92,53% pasien yang terlayani dengan baik; proporsi obat yang diserahkan 100% dengan label yang benar; hasil evaluasi pemasok 3 kategori cukup, 12 buruk, dan 5 sangat buruk; cakupan pelayanan resep: 53,91%; tingkat *medication error* akibat *prescribing error* dan tingkat *potential error* akibat *pharmaceutical error*: 0%; rata-rata pemberian informasi obat: 23,26% detik. 4) Kinerja pada perspektif pembelajaran dan pertumbuhan: persentase karyawan IFRS yang mendapat pelatihan pada tahun 2011 dan 2012 masing-masing: 9,52% dan 23,81%; SIM belum berkembang; tingkat produktivitas karyawan: 78,43%; tingkat kehadiran karyawan tahun 2011: 98,63% dan tahun 2012: 96,96%; kepuasan karyawan baik; persentase skala semangat kerja rata-rata 79,80%.

Kata kunci: evaluasi, kinerja, *Balanced Scorecard*, Instalasi Farmasi RSUD KRT. Setjonegoro Wonosobo Jawa Tengah

ABSTRACT

FARAMITA, S. R., 2013, ANALYSES ON THE PERFORMANCE OF PHARMACEUTICAL INSTALATION IN REGIONAL PUBLIC HOSPITAL OF KRT. SETJONEGORO WONOSOBO CENTRAL OF JAVA 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 toward 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 Setjonegoro Regional Public Hospital through four perspectives of *Balance Scorecards*.

This research uses non experimental case study arrangement research through explorative descriptive approach. Data collection was retrospective and prospectively done in the form of qualitative and quantitative data.

Result of this research shows that 1) Performance on financial perspective in 2011 and 2012 respectively : ITOR as much as 6.2 and 8.1 times per year; *Gross profit margin* as much as 40.18% and 28.22%; *Growth ratio on sales* as much as 20.80% and 31.85%; 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 *responsiveness* as high as -0.77, *empathy* as high as -0.6, *tangibles* as high as -0.53. *assurance* as high as -0.49, and *reliability* as high as -0.46; degree of patient coverage in December 2012 was 60.80%; degree of customers acquisition in 2011 and 2012 were 19.54% and 25.92%. 3) Performance on the perspective of internal business process: degree of medicine availability in December 2012 was 97.24%; duration of dispensing time was 15.90 minutes for non compounding prescription and 29.32 minutes for compounding prescription; degree of average queue per day 92.53% patients were well served; proportion of the medicine delivered was 100% with appropriate labels; result of suppliers evaluation 3 was categorized sufficient, 12 poor, and 5 very poor; coverage of prescription service was 53.91%; 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 23.26 seconds. 4) Performance on perspective of learning and growth : percentage of employees in HPI who obtained training in 2011 and 2012 was 9.52% and 23.81% respectively; SIM before developing; degree of employee productivity was 96.96%; employees satisfaction was good; percentage of average working spirit scale was 79.80%.

Key Words : evaluation, *Balance Scorecard*, Pharmaceutical Installation of KRT. Setjonegoro Regional Public Hospital Wonosobo, Central of Java