

INTISARI

Instalasi Farmasi Rumah Sakit (IFRS) Santo Yusup Boro Kulon Progo merupakan salah satu unit pelayanan di Rumah Sakit (RS) Santo Yusup Boro Kulon Progo yang memiliki kontribusi penting dalam pelayanan kesehatan kepada pasien. Pengukuran kinerja perlu dilakukan di IFRS Santo Yusup Boro Kulon Progo. Balanced Scorecard mengukur kinerja dengan menggunakan empat prospektif yaitu perspektif keuangan, pelanggan, proses bisnis internal, serta pertumbuhan dan pembelajaran. Analisis SWOT merupakan metode untuk melihat kapabilitas internal perusahaan (kekuatan dan kelemahan) serta kesempatan dan ancaman. Tujuan dari penelitian ini ialah mengukur kinerja IFRS Santo Yusup Boro Kulon Progo melalui empat perspektif Balanced Scorecard serta mengetahui kondisi eksternal dan internal IFRS Santo Yusup Boro Kulon Progo sehingga dapat disusun peta strategi yang paling sesuai untuk pengembangan IFRS Santo Yusup Boro Kulon Progo.

Penelitian ini termasuk jenis penelitian non eksperimental dengan rancangan deskriptif. Pengambilan data dilakukan secara retrospektif dan prospektif. Alat yang digunakan dalam pengambilan data menggunakan kuesioner, lembar pengamatan, dan pedoman wawancara. Indikator yang digunakan antara lain ITOR dan pertumbuhan pendapatan IFRS (perspektif keuangan); indikator kepuasan pelanggan, keterjaringan pelanggan, dan pertumbuhan pelanggan (perspektif pelanggan); indikator dispensing time, ketersediaan obat, kepatuhan formularium, persentase stok mati, persentase perbekalan farmasi ED dan rusak, serta analisis UDD (perspektif proses bisnis internal); indikator human capital, organization capital, dan information capital (perspektif pertumbuhan dan pembelajaran). Hasil pengukuran kinerja dikombinasi dengan analisis SWOT digunakan dalam pembuatan peta strategi yang menggambarkan hubungan sebab akibat antar variabel dalam mencapai visi, misi, dan tujuan organisasi.

Hasil penelitian ini menunjukkan kinerja yang baik pada indikator pertumbuhan pendapatan, kepuasan pelanggan, keterjaringan pelanggan, pertumbuhan pelanggan, ketersediaan obat, kepatuhan formularium, persentase stok mati, persentase perbekalan farmasi expired date (ED) dan rusak, analisis UDD, produktivitas karyawan, turn over karyawan, kepemimpinan, dan kerja tim. Indikator yang memerlukan perbaikan kinerja antara lain inventory turn over ratio (ITOR), dispensing time, kepuasan kerja karyawan, pelatihan karyawan, budaya organisasi, keselarasan, dan kapabilitas sistem informasi. Posisi IFRS Santo Yusup Boro Kulon Progo berada pada kuadran III matriks SWOT dengan strategi memperbaiki kelemahan untuk mengambil kesempatan. Peta strategi memprioritaskan penguatan perspektif pertumbuhan dan pembelajaran untuk meningkatkan kualitas pelayanan farmasi dalam rangka meningkatkan pertumbuhan pelanggan dan pertumbuhan pendapatan. Peningkatan profit dapat tercapai melalui pertumbuhan pendapatan yang meningkat dan efisiensi biaya pada perspektif keuangan.

Kata kunci: kinerja, Balanced Scorecard, analisis SWOT, peta strategi

PERFORMANCE ANALYSIS AND STRATEGY MAPPING ON PHARMACY OF SANTO YUSUP HOSPITAL BORO KULON PROGO USING BALANCED SCORECARD

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ABSTRACT

Pharmacy is one service unit at the Santo Yusup Hospital Boro Kulon Progo that has an important contribution in patient health care. Balanced Scorecard measures the performance by using four perspectives: financial, customer, internal business processes, and learning and growth. SWOT analysis is a method to view the company's internal capabilities (strengths and weaknesses), opportunities and threats. The objectives of this study are to measure the performance of pharmacy evaluated from four perspectives of Balanced Scorecard and to identify the external and internal conditions of pharmacy so that the most appropriate strategy map can be arranged for the development of pharmacy.

This research is non-experimental research with descriptive design. The data were collected using retrospective and prospective methods. The instruments used in the data collection were questionnaires, observation sheets, and interview guidelines. Indicators used included ITOR and revenue growth (financial perspective); indicators of customer satisfaction, customer admission, and the growth of the customer (customer perspective); indicators of dispensing time, the availability of drugs, formulary compliance, the percentage of immovable stock, the percentage of ED pharmaceutical supplies and damaged, and the analysis of UDD (internal business process perspective); indicators of human capital, organization capital, and information capital (learning and growth perspective). The performance measurement results combined with SWOT analysis were used in the formulation of a strategy map that described the causal relationships between variables in achieving the vision, mission, and goals of the organization.

The results showed that a good performance on indicators of revenue growth, customer satisfaction, customer admission, customer growth, the availability of drugs, formulary compliance, the percentage of immovable stock, the percentage of ED pharmaceutical supplies and damaged, the analysis of UDD, employee productivity, turnover employees, leadership, and teamwork. Indicators that require improved performance, among others, inventory turnover ratio (ITOR), dispensing time, employee job satisfaction, employee training, organization culture, alignment, and information system capabilities. The position of pharmacy was in quadrant III SWOT matrix with overcome weaknesses to take a chance strategy. Strategy map to prioritize the strengthening of growth and learning perspective to improve the quality of pharmacy services in order to enhance customer growth and revenue growth. Increased profit can be achieved through increased revenue growth and cost efficiency in the financial perspective.

Keywords: performance, Balanced Scorecard, SWOT analysis, strategy map