

ABSTRAK

**PENILAIAN KINERJA RUMAH SAKIT
MENGUNAKAN BALANCED SCORECARD
(Studi Kasus pada Rumah Sakit Palang Biru Gombang)**

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Penelitian ini bertujuan untuk mengetahui kinerja Rumah sakit Palang Biru Gombang dengan menggunakan balanced scorecard. Jenis penelitian yang digunakan adalah studi kasus. Teknik pengumpulan data berupa wawancara, dokumentasi, observasi, dan kuesioner yang ditujukan kepada kepala bagian dan kepala sub bagian, pasien, serta karyawan. Teknik analisis data yang digunakan *Value for Money* dan *Multiattribute Attitude Model (MAM)*.

Hasil analisis data adalah sebagai berikut: (1) Perspektif pelanggan menunjukkan kondisi sangat baik, karena pelanggan merasa sangat puas dengan pelayanan yang diberikan rumah sakit. (2) Perspektif keuangan menunjukkan kondisi kurang baik, karena rasio ekonomis menunjukkan kondisi tidak ekonomis dan rasio efisiensi menunjukkan hasil yang cukup efisien. (3) Perspektif proses bisnis internal menunjukkan kondisi cukup baik, karena rumah sakit belum dapat menjalankan proses bisnis internalnya dengan baik. (4) Perspektif pembelajaran dan pertumbuhan menunjukkan kondisi sangat baik, karena karyawan sangat puas terhadap kebijakan dan pelayanan yang diberikan rumah sakit. Dari hasil analisis data tersebut peneliti menyimpulkan kondisi kinerja Rumah Sakit Palang Biru Gombang dalam kondisi kurang baik. Hal ini dikarenakan dua dari empat perspektif menunjukkan hasil yang kurang baik.

Kata kunci : Penilaian Kinerja, *Balanced Scorecard*, Rumah Sakit, *Value for Money*, dan *Multiattribute Attitude Model*.

ABSTRACT

**PERFORMANCE ASSESSMENT OF HOSPITAL
USING BALANCED SCORECARD
(A Case Study at Palang Biru Hospital Gombang)**

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This study aimed to know the performance of Palang Biru Hospital Gombang using balanced scorecard. This type of research was a case study research. The data collection techniques were interviews, documentation, observations, and questionnaires addressed to the head of the section and subsection, patients, and employees. Data analysis techniques used were Value for Money and Multiattribute Attitude Model(MAM).

Results of the data analysis were as follows: (1) From customer perspective, it considered a very good performance in term of their customers were very satisfied with the services provided by the hospital. (2) From financial perspective, it considered a rather poor performance, because its economic ratio showed an uneconomical condition and the efficiency ratio showed quite efficient result. (3) From internal business process perspective, it considered fairly good performance, because the hospital had not been able to run its internal business processes well. (4) From learning and growth perspective, it considered very satisfying performance, because the employees were very satisfied with the policies and services provided by the hospital. Based on these results, it showed that performance of Palang Biru Hospital Gombang based on balanced scorecard method was not good enough, because two of the four perspectives showed unfavorable results.

Key words: Performance Assessment, Balanced Scorecard, Hospital, Value for Money, and Multiattribute Attitude Model.