DESIGNING BALANCED SCORECARD AS PERFORMANCE MEASUREMENT TOOL

(Case Study in RSIA Arafah Anwar Medika Sukodono)

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DECLARATION

I, (Desak Made Laksmi Devi, 041113100), declare that:

1. My thesis is genuine and truly my own creation, and is not another’s person work made under my name, nor piracy or plagiarism. This thesis has never been submitted to obtain an academic degree in Universitas Airlangga or in any other universities/colleges.

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3. This statement is true. If on the future this statement is proven to be fraud or dishonest, I agree to receive an academic sanction in the form of removal of the degree obtained through this undergraduate thesis, and other sanction in accordance with the prevailing norms and regulation in Universitas Airlangga.

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ABSTRACT

Indonesia’s lack of hospital creates good opportunities for hospital business. But, managing a privately-owned hospital is not an easy task. Measuring the performance of the hospital is needed in order to deliver the best to the patient. Usually, the hospital only see from profitability and the bed occupancy rate. This research will use Kaplan & Norton’s Balanced Scorecard for measuring performance. This research focused on constructing Balanced Scorecard for measuring hospital performance. The object of this research is RS Arafah Anwar Medika Sukodono in Sidoarjo. Usually they only measure only from financial and bed occupancy rate. This qualitative research use Rohm & Halbach’s nine step to Success Framework for Building and Implementing Balanced Scorecard. The result is strategic objectives in financial perspective are profitability, Strategic objectives in customer perspective are give good customer service, establish relationship, and improve hospital image. Strategic objective in internal perspective are deliver positive clinical outcomes, availability of infrastructure, enhance administrative processes, and regulatory and social processes. Strategic objective in learning & growth perspective are human capital, information capital, and organizational capital.

Keywords: Balanced Scorecard, Strategic Objective, Measuring Performance, Hospital
# TABLE OF CONTENTS

- Declaration of Examination ................................................................. i
- Validation Sheet ...................................................................................... ii
- Declaration .............................................................................................. iii
- Acknowledgment ...................................................................................... iv
- Abstract ..................................................................................................... viii
- Table of Contents ...................................................................................... ix
- List of Tables .......................................................................................... xiii
- List of Pictures ......................................................................................... xiv

## CHAPTER 1. INTRODUCTION ........................................................................ 1

1.1. Background .......................................................................................... 1

1.2. Problems Statement ............................................................................. 5

1.3. Research Purpose ............................................................................... 5

1.4. Research Benefit ............................................................................... 6

## CHAPTER 2. LITERATURE REVIEW .......................................................... 7

2.1. Performance Measurement System ................................................... 7

2.1.1 Definition of Performance Measurement ..................................... 7

2.1.2 Purpose of Performance Measurement ....................................... 8
2.1.3 Characteristic of Performance Measurement ....................... 10

2.1.4 Steps in Performance Measurement .................................. 11

2.2. Traditional Performance Measurement ............................... 13

2.3. Hospital ............................................................................... 16

   2.3.1. Hospital Definition ............................................................ 16

   2.3.2. Hospital Type ..................................................................... 17

   2.3.3. Hospital Classification ..................................................... 18

   2.3.4. Hospital Performance Measurement .................................. 20

2.4. Balanced Scorecard ............................................................... 21

   2.4.1. Concept .............................................................................. 21

   2.4.2. Balanced Scorecard Framework ......................................... 23

   2.4.3. Balance in The Balanced Scorecard .................................. 23

   2.4.4. Advantages of Balanced Scorecard ................................... 24

2.5. Balanced Scorecard as Performance Measurement System ...... 25

2.6. Four Perspectives in Balanced Scorecard ............................. 26

   2.6.1. Financial Perspective ......................................................... 26

   2.6.2. Customer Perspective .......................................................... 28

   2.6.3. Internal Business Perspective ............................................ 30

   2.6.4. Innovation & Learning Perspective ................................. 31
2.7 Measuring Hospital Performance Using Balanced Scorecard .............. 31

2.8 Strategic Management .................................................................................. 32
  2.8.1 Strategy Map .................................................................................. 32
  2.8.2 Vision & Mission ........................................................................... 33
  2.8.3 Key Performance Indicator ................................................. 35

CHAPTER 3. RESEARCH METHOD ................................................................. 37
  3.1 Research Approach ............................................................................... 37
  3.2 Research Focus ................................................................................... 37
  3.3 Type & Source of Data ......................................................................... 38
  3.4 Research Design ............................................................................... 39
  3.5 Data Collection Procedure ................................................................. 40
  3.6 Data Analytical Technique ................................................................... 44

CHAPTER 4. DISCUSSION ................................................................................. 46
  4.1 General Knowledge of Research Object .................................................. 46
    4.1.1 History of RSIA Arafah Anwar Medika Sukodono ....................... 46
    4.1.2 Organizational Structure ................................................................. 47
    4.1.3 Vision & Mission Statement ............................................................ 49

  4.1.4 Performance Measurement Tool of RSIA Arafah Anwar Medika Sukodono .................................................. 49
4.2. Analytical Result ................................................................. 50

4.2.1. Assessment .................................................................... 50

4.2.2. Strategy .......................................................................... 52

4.2.3. Objectives ...................................................................... 53

4.2.4. Strategy Maps ............................................................... 60

CHAPTER V. CONCLUSION AND SUGGESTION ......................... 81

5.1 Conclusion .......................................................................... 81

5.2 Suggestions .......................................................................... 82

REFERENCES ........................................................................... 84
# LIST OF TABLES

<table>
<thead>
<tr>
<th>Table</th>
<th>Description</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Table 1.1</td>
<td>Hospital Ratio According to World Bank</td>
<td>2</td>
</tr>
<tr>
<td>Table 3.1</td>
<td>List of Question for Hospital</td>
<td>41</td>
</tr>
<tr>
<td>Table 4.1</td>
<td>Strategic objective, measurement, and initiatives of financial perspective RSIA Arafah Anwar Medika Sukodono</td>
<td>61</td>
</tr>
<tr>
<td>Table 4.2</td>
<td>Strategic objective, measurement, and initiatives of customer perspective RSIA Arafah Anwar Medika Sukodono</td>
<td>64</td>
</tr>
<tr>
<td>Table 4.3</td>
<td>Strategic objective, measurement, and initiatives of Internal business perspective RSIA Arafah Anwar Medika Sukodono</td>
<td>68</td>
</tr>
<tr>
<td>Table 4.4</td>
<td>Strategic objective, measurement, and initiatives of Learning &amp; growth perspective RSIA Arafah Anwar Medika Sukodono</td>
<td>77</td>
</tr>
</tbody>
</table>
LIST OF PICTURES

Picture 4-1  Organizational Structure of RSIA Arafah Anwar
              Medika Sukodono.............................................48

Picture 4-2  Strategy Maps of RSIA Arafah Anwar
              Medika Sukodono.............................................59