

**ABSTRACT.**

Probolinggo municipal's health centre performances is measured by comprehensive balanced scorecard covering the measurement of: 1) Learning and Growth perspective; 2) Internal Business Perspective; 3) Customer perspective; and 4) Financial perspective. The aims of this research is to study satisfaction level of patients and health centre officers, health centre service, and officers' capability and monetary performance. The compilation of those will later be the health centre strategy planning to improve health service in Probolinggo municipal. Using the Balanced Scorecard approach (Kaplan & Norton, 1996), this research was conducted from May 2003 to July 2003. This two phases research used analytic observation and had the character of cross section. The first phase measured satisfaction level of patients and their assessment to health service, satisfaction level of officers and his assessment to compensation, health service process, and officers' capability and monetary performance. The second phase, marked by Focused Group Discussion (FGD), was done by compilation of strategic plan of Health Centre as the effort of improving Health Centre service coverage in Probolinggo municipal. The Results of this Research were: 1) Satisfaction Level of patient to health service: satisfaction to medical service and treatment, satisfaction to counter service, enough satisfaction to medicine service, and enough satisfaction to medical and non medical facility;. And Satisfaction level of health centre officer to compensation: enough satisfaction to financial and non-financial compensation, 2) Learning and Growth perspective: lack of education aspect but sufficiency in training aspect; 3) Internal Business Perspective: not adequate in the plan, good enough in execution and good enough in evaluation; 4) Financial perspective: good enough of monetary management of Health Centre. Out of those, strategic plan of Health Centre has been set up to improve health service coverage in Probolinggo municipal.

Keywords: Balanced Scorecard, Strategic Plan, Customer satisfaction, Municipal's health centre