

## Abstract

The Muhammadiyah Lamongan General Hospital business today has faced the global competition and free-trade era, so that to sustain its performance the hospital must planned a long term strategy in order to win the competition. The strategy must be defined properly to match the capability and readiness of its resources, and considered the internal factors (strengths and weaknesses) and the external ones (opportunities and threats). The strategy was focused to build up the performances in financial and non-financial aspects that were designed to have role in long-term hospital business competition. The Balanced Scorecard as an organizational performance measurement contained a comprehensive, coherence, balanced and causal effect relationship in order to reach long-term referenced framework to an organization. The Balanced Scorecard was designed first by the critical success factors that viewed by the four perspectives: financial, customer, internal business process and learning and growth.

The problem of this research is "how to design a Balanced Scorecard that proper to the Muhammadiyah Lamongan General Hospital as its a strategic performance guidance to sustain the health business in the global competition?" The problem would be defined in four steps, (1) identification of vision, mission and philosophy, (2) identification of strategy, (3) identification of critical success factors and (4) measurement of the four perspectives. The scope of work of this research was to design the Balanced Scorecard in the ward called Pavilion of Shofa, Marwah and Sakinah.

The research method used is a qualitative approach in order to reach unique and detailed data and information. The research sources has been compiled by (1) data documentation, (2) interviews with the stake-holders, the top-level management, medical doctors, paramedics, employees and patient, (3) observations to gather the condition views of the facilities and customer service process.

The customer perspective measurement focused on the main customer measurement, the proposition value, the patient confidence, the service acceleration, the competitive tariff and the building of relationship between the hospital, and its patient. The result of this measurement became a reference of the internal business process perspective in innovation and operation process and customer management in order to realize the service process that fitted to the customer needs. The program of service to the customer then was measured by the learning and growth process in order that all the management level would have been served in the same methods. The financial perspective ruled as the causal effect of the three perspectives before that was focused on make up the growth of productivity and revenue.

The conclusions are in the customer perspective: growth of patient confidence, effective service, competitive tariff, and closed relationship with patient. In the internal business process perspective was concluding the unique value of the pavilions. The Pavilion Shofa is "ultimate service", the Pavilion Marwah is "intensive ward", and the Pavilion Sakinah is "birth service and neonatus intensive ward". The other results of this research are increase the quality of Askep, the implementation of standard Askep, the acceleration of service, efficiency of operational, grow-up the relationship management and increase the medical service. The learning and growth perspective resulted to grade-up skill of nursery, paramedics, employee managerial skills, information service and strengthen the Islamic vision and mission. The financial perspective results the growth of revenue and profitability of each pavilion, ROE and ROA and productivity that reach by efficiency of cost per pavilion unit. Precisely the lag and lead indicator in the face of implementation and evaluation would measure the Balanced Scorecard design in the Pavilion Shofa, Marwah and Sakinah.

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