

ABSTRACT

The Balanced Scorecard application as a strategic planning tool could use as an evaluation instrument and performance improvement in health institution.

The objective of the research was formulate performance improvement effort based on balanced scorecard analysis framework. Conducted from July until October 2004, this research structure was a survey evaluation carried out cross sectionally. The sample was taken by a proportional stratified random sampling method constituted of 138 respondent from clinical patient, a total sampling method for doctor and personnel.

The result of the study showed a performance analysis as follow :

1. Perspective of Innovation and Growth, particularly for personnel capability and commitment improvement in form of personnel evaluation on: company policy in improving personnel capability, personnel commitment toward his capability improvement, and performance improvement after personnel advancing his education and attending training.
2. Perspective of Internal Business Process :
 - a. Services quality, in form of patient evaluation on : empathy to patient, reability, responsiveness, communication, caring
 - b. Personnel empowerment, in form of personnel evaluation on : take decision on his own, give advice to director, improve career within company
3. Perspective of Customer
 - a. Employees' satisfaction as internal customers, consists of: salary system, management service to employees, employees work environment;
 - b. Doctor's satisfaction as internal customer consists of: management services, building condition and medical tools condition, personnel services;
 - c. Patient's satisfaction as external customer consists of: satisfaction toward price and tariff, medical service to patients includes doctor performance and personnel services, management services, building condition and medical tools condition
4. Perspective of Financial, particularly on operational profit gain in semester I year 2004 compared with the same period the previous year with its financial ratio.

It is recommended that concept of performance improvement effort be based on analysis of balanced scorecard framework which mostly includes:

1. Forming Team Leadership of Sartika which consists of: Team of Balanced Scorecard, Team of Formularium, Team of Price and Tariff, and Team of Marketing,
2. Management focus on: Improving personnel capability and commitment, personnel empowerment, communication between management and shareholder, holding strategic job training, improving quality of informatics and information equipment, and quality of medical clinic management
3. Determine aim, measurement, target, and strategic initiative.
4. Translating strategy until operational level by making strategy map.
5. Adjusting organization with strategy
6. Designing strategy as continuous operation.
7. Making format of evaluation

Keywords : performance, balanced scorecard, costumers satisfaction