

ABSTRAK

Penelitian ini bertujuan untuk mengetahui dan menganalisis penerapan *Balanced Scorecard* sebagai pencapaian visi dan misi pada Rumah Sakit PKU Muhammadiyah Surabaya yang didasarkan pada 4 perspektif yaitu perspektif keuangan, perspektif pelanggan, perspektif proses bisnis internal serta perspektif pertumbuhan dan pembelajaran.

Jenis penelitian ini merupakan penelitian deskriptif kualitatif. Data yang digunakan adalah data primer dan sekunder melalui observasi, wawancara, angket serta dokumentasi.

Hasil penelitian yang dilakukan kinerja rumah sakit tahun 2014-2016 dapat diketahui bahwa: 1) perspektif keuangan terlihat pada pertumbuhan pendapatan dan rasio operasi yang mengalami peningkatan. Perbandingan laba operasi dari pendapatan dan ROI mengalami penurunan. 2) perspektif pelanggan terlihat pada BOR dan BTO yang belum mencapai target sedangkan pada kepuasan pasien menggunakan angket sudah cukup menunjukkan keberhasilan dalam memberikan pelayanan terbaiknya namun perlu memperbaiki sarana dan prasarana. 3) perspektif proses bisnis internal terlihat pada proses inovasi, proses operasional serta proses layanan internal sudah terlaksana dengan baik. 4) perspektif pertumbuhan dan pembelajaran retensi karyawan mengalami kenaikan yang tinggi, produktivitas kerja serta diklat dan seminar sudah dikatakan baik. Dari pembahasan diatas dapat disimpulkan bahwa penerapan *Balanced Scorecard* sebagai pencapaian visi dan misi pada Rumah Sakit PKU Muhammadiyah Surabaya sudah dikatakan baik.

Kata Kunci: *Balanced Scorecard*, Visi dan Misi, Kinerja.

ABSTRACT

This research was aimed to find out and analyzed the implementation of Balanced Scorecard as the achievement of vision and mission at PKU Muhammadiyah Hospital Surabaya based on the 4 perspectives i.e. financial perspective, customers' perspective, internal business process perspective also learn and growth perspective.

Therefore, this research was qualitative descriptive. The data was primary and secondary data through observation, interview, questionnaire also documentation.

The result of this research was conducted at hospital in 2014-2016, it can be found i.e. : 1) financial perspective was seen in the improvement of revenue growth and operation ratio. Comparison of profit operation from revenue and ROI was decreased. 2) Customers perspective was seen at BOR and BTO that have not reached target yet meanwhile the patient satisfaction from the questionnaire showed enough satisfaction and success in given its best service but it required to improve facilities and infrastructure. 3) Internal business process perspective was seen from innovation process, operational process also internal service process was conducted well. 4) Growth and learning perspective of employees' retention was highly increased, work productivity also training and seminars were stated good. From the above discussions it concluded that the implementation of Balanced Scorecard as the achievement of vision and mission at PKU Muhammadiyah Hospital Surabaya was stated good.

Keywords: Balanced Scorecard, Vision and Mission, Performance.