

Analisis kinerja RSUD Cicalengka Kabupaten Bandung tahun 2012-2014 melalui pendekatan balanced scorecard = Performance analysis of RSUD Cicalengka Kabupaten Bandung in 2012-2014 through balanced scorecard approach

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Abstrak

Tujuan penelitian ini adalah menganalisis kinerja RSUD Cicalengka melalui pendekatan balanced scorecard. Desain penelitian adalah deskriptif analitik dengan pendekatan kualitatif. Hasil penelitian menunjukkan kinerja keuangan baik: pendapatan meningkat, peningkatan pengeluaran biaya tidak lebih besar dari rasio pertumbuhan pendapatan, realisasi pendapatan mencapai target, cost recovery meningkat. Yang perlu diperhatikan adalah perbandingan realisasi dengan anggaran pengeluaran terdapat selisih yang cukup besar. Kinerja pelanggan dinilai kurang: jumlah komplain pelanggan meningkat kembali, tingkat retensi dan akuisisi pelanggan rendah. Kinerja proses bisnis internal dinilai cukup: kemampuan inovasi dan pertumbuhan pasien rawat inap baik, pertumbuhan pasien rawat jalan perlu mendapat perhatian. Kinerja pembelajaran dan pertumbuhan dinilai baik: tingkat absensi pegawai baik, produktivitas pegawai dan akses terhadap pendidikan dan pelatihan meningkat. Secara keseluruhan kinerja RSUD Cicalengka adalah cukup.

The purpose of this study was to analyze the performance of RSUD Cicalengka Kabupaten Bandung through a balanced scorecard approach. The study design was a descriptive analytic with a qualitative approach. The results showed good financial performances, such as an increased revenue, increased expenses of which are not greater than the ratio of revenue growth, achieved target of revenue realization, and increased cost recovery. It is noteworthy that the comparison of actual to budget expenditures were in considerable margin. Meanwhile, the customer performance is quite disappointing, which indicated by the increased number of customer complaints, and the low rate of customer retention and acquisition. Internal business process performance is fairly good, such as good innovation ability and growth in inpatient, but outpatient growth needs attention. Learning and growth performance is good, such as decent employee absenteeism and increased employee productivity and access to education and training. Therefore, the overall performance of RSUD Cicalengka is fairly good.