

## RESEARCH ARTICLE

# Performance Appraisal in Pharmacy Department Sultan Agung Islamic Hospital by *Balanced Scorecard* Approach on Internal Business Perspectives

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### ABSTRAK

**Latar Belakang:** Pengukuran kinerja menggunakan *Balanced Scorecard* pada perspektif proses bisnis internal menawarkan solusi pengukuran kinerja yang lebih menyeluruh dan komprehensif dalam suatu organisasi publik termasuk Rumah Sakit.

**Tujuan:** untuk mengetahui kinerja IFRSI Sultan Agung dengan menggunakan pengukuran *Balanced Scorecard* ditinjau dari perspektif proses bisnis internal.

**Metode:** Objek penelitian ini adalah Instalasi Farmasi Rumah Sakit Islam Sultan Agung. Penelitian ini merupakan penelitian deskriptif observasional. Data diperoleh secara prospektif, kemudian dikelompokkan menjadi data kualitatif dan kuantitatif. Data kualitatif diperoleh berdasarkan wawancara mendalam dengan Kepala IFRSI Sultan Agung. Data kuantitatif diperoleh melalui observasi langsung survey terhadap resep.

**Hasil :** Kinerja perspektif proses bisnis internal meliputi: a. Tingkat Ketersediaan Obat di IFRSI Sultan Agung sudah baik dengan rata-rata 98 %, berarti sudah mendekati 100 %; b. Tingkat Keterjaringan Pasien di IFRSI Sultan Agung pada rawat jalan menunjukkan hasil rata-rata 66%. Hal tersebut berarti bahwa IFRSI telah kehilangan pelanggan untuk pasien Rawat Jalan sebesar 34%.

**Kesimpulan:** Dapat disimpulkan bahwa kinerja IFRSI Sultan Agung belum termasuk dalam kriteria baik, sehingga perlu dilakukan perbaikan.

**Kata kunci :** Proses Bisnis Internal, *Balanced Scorecard*

### ABSTRACT

**Background:** Performance appraisal using *Balanced Scorecard* on internal business process perspective offers a comprehensive solution for performance appraisal in public organization especially in a hospital.

**Objective:** to study the performance of pharmacy department in Sultan Agung Islamic Hospital using *Balanced Scorecard* from internal business perspective.

**Methods:** Object of the study is the Sultan Agung Islamic Hospital installation of pharmacy. This research is a descriptive observational study. Data were obtained prospectively and then categorized and grouped as quantitative and qualitative data. Qualitative data were gathered from in depth interview with head of pharmacy department Sultan Agung Islamic Hospital. Quantitative data were gathered from direct observation on drugs prescription surveys.

**Result :** Performance perspective on internal business process include: a. Level of availability of drugs in pharmacy department Sultan Agung Islamic Hospital is good with average 98%, b. Level of outpatients admittance in installation of pharmacy Sultan Agung Islamic hospital indicated the average of 66%, it means that installation of pharmacy have lost customers for outpatients as much as 34%.

**Conclusion:** Performance in pharmacy installation of Sultan Agung Islamic Hospital is not in a good criteria, therefore improvement is needed.

**Keywords:** Internal Business Process, *Balanced Scorecard*

## INTRODUCTION

Hospital paradigm, in the beginning, are viewed as social efforts, but there are changes as time flies. Currently, hospital must responsible for its performance comprehensively either in services performance and financial performance by paying attentions to performance standards and quality improvements. Hospital is a solid capital institution with technology

and human resources, so the management can not be seen as a social unit only, but also socioeconomic unit with social responsibility. In its financial management apply the principals of economics (Evamairoza, 2006). Hospital is one of the health facilities is one of the health service referral with its main function to deliver health efforts in terms of curative and recuperative for the patients (Depkes RI, 2009).

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Ineffective and inefficient medicine will impact the hospital in terms of medical, social and economical (Santoso and Danu, 1999). To deliver quality and good performance in a company, an analysis is needed and one of the analysis is Balanced Scorecard which is an evaluation technique and strategy control effort. Balanced Scorecard was used first time in 1992 (Kaplan and Norton, 1992).

Balanced Scorecard analysis is very relevant to be applied in the hospital to measure the performance outpatient of Installation of pharmacy Sultan Agung Islamic Hospital. This is because Sultan Agung Islamic Hospital is type B which have to prioritize the quality of service. The Balanced Scorecard analysis also can be used as analysis to map management problems occurred so the installation of pharmacy can determine its current position. Apart from that, the balanced scorecard concept can be used also as an indicator to determine the achievement of the hospital (Trisnantoro, 2004).

Based on the statements above, it is required to implement one of the analysis perspective from balanced scorecard which is internal business process. In this process, the emphasis is the process to master to achieve success within an organization/ company one of them is installation of pharmacy in a hospital.

## METHODS

### Research Design

This research is conducted to job performance in installation of pharmacy Sultan Agung Islamic Hospital year 2015 with Balanced Scorecard approach as viewed from internal business process perspective.

### Instruments

This research materials consist of: 1) Primary data obtained from in depth interview and direct observation. 2) Secondary Data obtained from employment archives in the hospital, installation of pharmacy documents, survey of the prescriptions, receipts and drugs labels, patients visit data from January to December 2015. Primary data obtained from questionnaires, in depth interview, direct observation. Secondary data were obtained from hospital employment archives, installation of pharmacy Sultan Agung Islamic hospital documents.

### Research Subjects

Population in this research are installation of pharmacy Sultan Agung Islamic Hospital patients. The

samples are as follows:

- a. Outpatients of installation of pharmacy Sultan Agung Islamic Hospital which is considered as inclusion criteria such as:
  1. General outpatient and government and private insured patients in installation of pharmacy Sultan Agung Islamic Hospital.
  2. Minimum visit and received service in installation of pharmacy Sultan Agung Islamic Hospital at least two times.
- b. Prescription submitted in installation of pharmacy Sultan Agung Islamic Hospital during free hours (09.00-11.00 WIB) and rush hours (11.00-14.00 WIB).

### Data Analysis

Data obtained grouped into qualitative and quantitative data, include 1) Level of drugs availability; 2) Level of patients admittance.

- a. Level of drugs availability were counted using the formula as follows:  
% drugs availability =

$$\frac{\text{Jumlah resep yang obatnya tidak tersedia}}{\text{Jumlah sampel resep total}} \times 100\%$$

- b. Level of patients admittance were counted using this formula:  
% patients admittance =

$$\frac{\text{Jumlah pasien yang menebus resep di IFRS}}{\text{Jumlah sampel pasien total}} \times 100\%$$

## RESULT

This research was conducted in June to July 2015 in installation of pharmacy Sultan Agung Islamic Hospital Semarang. This research aims to investigate the installation of pharmacy Sultan Agung Islamic hospital performance viewed based from balanced scorecard approach on internal business process perspectives. Subjects of this research are the total outpatients of installation of pharmacy Sultan Agung Islamic Hospital and prescription submitted in installation of pharmacy Sultan Agung Islamic Hospital. There are two variables in this research which are level of drugs availability and level of patients admittance.

The result of the study about level of drugs availability is the total calculations of drugs items prescribed and drugs handed in 200 prescriptions, each prescription contain 3-4 items of drugs (Table 1).

**Table 1. Level of Drugs Availability in Installation of pharmacy Sultan Agung Islamic Hospital Juni-Juli 2015 Periods**

Description	Total drugs item prescribed	Items of Drugs Handed	Percentage (%)
Numbers of drugs availability	723	714	98,76%

**Table 2. Level of Patients admittance in Installation of pharmacy Sultan Agung Islamic Hospital Juni-Juli 2015 Periods**

Description	Outpatient visit in the hospital	Patients served by installation of pharmacy	Percentage (%)
Total numbers (according to samples)	200	132	66%

Based on the sample calculation, samples used were 200 prescription sheets selected randomly during off peak hours (08.00-10.00 WIB) and peak hours (11.00-14.00). The average research result of drugs availability are 98,76%.

The result of level of patients admittance are calculation results of outpatients visits in the hospital and outpatient visit served by installation of pharmacy (Table 2).

The result of the calculation indicated that the average of patients admittance in installation of pharmacy Sultan Agung Islamic Hospital is 66%. This indicated that installation of pharmacy have lost customers for outpatients as much as 34%.

## DISCUSSION

### 1. Availability of Drugs in Installation of pharmacy Sultan Agung Islamic Hospital

The level of drugs availability is the ability of installation of pharmacy to provide drugs as prescribed or by patients request in prescription services. The unavailability is correlated with drugs procurement and controlling management in installation of pharmacy Sultan Agung Islamic Hospital which will effect services process (Satibi dkk.,2011). The availability of drugs are measured by comparing the numbers of drugs dispensed with prescribed drugs in installation of pharmacy Sultan Agung Islamic Hospital for outpatients. Based on sample calculation, the numbers of samples used were 200 sheets of prescription randomly selected in the morning and the afternoon. The average result of the study are 98,76%. This result is sufficient because it is close to 100%. To increase the availability of the drugs, necessary planning for medication needs careful planning. Based on the interview with head of department, factors that led to drugs availability has not reached 100% in installation of pharmacy sultan agung islamic Hospital is not due to the unavailability

of the drugs, but because the prescribed drugs are not included in the list of patients for BPJS/ JKN or the prescribed drugs has exceeded the fee limit of the patients of BPJS/JKN. Majority of the patients are BPJS/JKN patients.

### 2. Patience Admittance

The measurement conducted by observing at the numbers of the patients who do not obtain the prescription in the installation of pharmacy Sultan Agung Islamic Hospital. Subjects of the study are the patients who come to installation of pharmacy Sultan Agung Islamic Hospital. Assuming one patient receiving one prescription, then the numbers of samples used on the measurement of drugs availability from 200 patients samples who were randomly selected during off peak hours 08.00-10.00 and peak hours of installation of pharmacy which is between 11.00-14.00 per days.

The measurement results indicated that the average of general outpatients admittance is 66%. It means that installation of pharmacy have lost customers for general outpatients as much as 34% , the loss of customers means departments of pharmacy also lost income. Based on the interview with the pharmacist of installation of pharmacy Sultan Agung Islamic Hospital, the total target of the prescription (100% prescription) can enter the installation of pharmacy Sultan Agung Islamic Hospital.

The loss of the customers were effects from the patients were not satisfied in the waiting room with limited seating and not satisfactory facilities. The loss of customers affecting the financial performace of installation of pharmacy sultan agung islamic hospital and then affecting the income of the department. This can be solved by changing the prescription service system for example picking up prescription in the clinics or change the service flow, adding facilities of installation of pharmacy. Limitation of this study are

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the measurement of patients admittance are assumption based on the interview with head of the installation of pharmacy that each patient received one prescription and patients who usually not getting prescription as patients for laboratory examination.

## CONCLUSION

Performance of Installation of Pharmacy Sultan Agung Islamic Hospital using Balanced Scorecard approach on internal business process perspective can be concluded as:

- a. Levels of Drugs Availability: Levels of drugs availability in Installation of Pharmacy in Sultan Agung Islamic Hospital is good with average 98,76%, this is approaching 100 %;
- b. Level of Patients Admittance : The level of patients admittance in installation of pharmacy Sultan Agung Islamic Hospital showed the average of 66%, this indicated that Installation of Pharmacy Sultan Agung Islamic Hospital have lost customers for outpatients as much as 34%.

## SUGGESTION

The level of patients admittance in installation of pharmacy Sultan Agung Islamic Hospital for outpatients indicated the average of 66%, so the improvements are needed. This can be overcome by changing the system of prescription services for example by picking up prescription in the clinic or changing the service flow and adding facilities of the installation of pharmacy in Sultan Agung Islamic Hospital.

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