

ABSTRACT

RS Dr. M. Djamil is a general hospital in the city's government carrying out its functions Padang as one subsystem of the health service provides two types of services to the public health and administrative services. Based on the class referring to the Minister of Health Decree No.134 Menkes/SK/IV/78 th. 1978 Article 4, RSUP Dr. M. Djamil is a B class hospital in charge of implementing specialized health services is widespread. With the vision of "World's Best Hospital in Sumatra specializing in services and educations in 2010, performance and measurement currently based solely on the financial perspectives and the quality standards of hospital services only. Performance measurement which is only at the financial aspect and the standard of hospital service quality such as *Bed Occupancy Rate (BOR)*, *Bed Turn Over (BTO)*, *Average Length of Stay (ALOS)*, *Turn Over Interval (TOI)*, *Gross Death Rate (GDR)* and *Net Death Rate (NDR)* is considered not good enough to describe the performance of a hospital.

Therefore, performance measurement has been done in a RSUP Dr.M.Djamil by using methods integrating all relevant aspects of the company's *Balanced Scorecard* method. This method the company performance is measured based on four perspectives: financial, customer, internal business processes and learning and growth to reach company goals which is more effective and integrated.

RSUP performance measurement process begins with descriptions Dr.M.Djamil vision, mission and strategy into hospital strategic objectives, critical success factors and critical success indicators hospital. The next process is weighted by using the method of *Analytical Hierarchy Process (AHP)* and the final process is measured the performance of RSUP Dr.M.Djamil.

Performance evaluation of RSUP Dr.M.Djamil produces 34 indicators that influence the success of hospital performance. The success indicators of a hospital depend on the amount of each weight indicator. Performance values obtained from the financial perspective is 3.5408, 4.5904 for customer perspective, 3.8399 for internal business process perspective and 4.0363 for learning and growth perspective.

Performance measurement is done by calculating overall performance value of each perspective. The overall performance value of RSUP Dr.M.Djamil in 2008 is **3.8891** and referred to **enough** categories.

Recommendations of the action plan given to the management of Dr. RSUP M. Djamil to improve company's performance based on the measurement are optimizing the revenue through service and facilities, increasing operational efficiency and effectiveness, doing employee training and education to improve employee productivity.

Keywords: *Balanced Scorecard*, *Analytical Hierarchy Process (AHP)*