

## **ABSTRAK**

**Suryani Yuliyanti**

**Analisis Manajemen Strategis Rumah Sakit Islam Sultan Agung dengan Pendekatan *Balanced Scorecard***

**xiv + 120 halaman + 5 tabel + 6 gambar + 7 lampiran**

*Balanced scorecard* merupakan *contemporary management tool* yang dapat pula digunakan sebagai kerangka penyusunan rencana strategis dan sebagai alat untuk memperbaiki aliran informasi dan komunikasi antara *top eksekutif* dengan manajemen menengah dalam perusahaan. Sejak tahun 2005 RSI Sultan Agung telah melaksanakan perencanaan strategi dengan pendekatan *balanced scorecard*, Data dari penelitian pendahuluan didapatkan pada pelaksanaan rencana strategis tersebut didapatkan kesulitan dalam internalisasi, dan sosialisasi visi dalam rumah sakit sehingga menjadi visi bersama. Penelitian ini bertujuan untuk menganalisis manajemen strategis di Rumah Sakit Islam Sultan Agung Semarang dengan pendekatan *Balance Scorecard*

Penelitian deskriptif kualitatif yang bersifat eksploratif. Obyek yang diteliti meliputi Visi, *value*, misi, tujuan, sasaran strategis, *strategis map*, dan keselarasan antara masing-masing *variable*. Selanjutnya dibuat alternatif rumusan visi, *value*, misi, tujuan dan sasaran strategis yang baru. Pengumpulan data dilakukan dengan observasi, studi dokumentasi, wawancara mendalam dan FGD kepada subyek penelitian yang terdiri berjumlah 19 orang

Hasil penelitian, visi dan misi di rumah sakit telah mengalami perubahan menjadi lebih singkat, padat dan mudah dipahami, *value* masih dalam proses implementasi, untuk tujuan dan sasaran kalimat masih terlalu panjang dan kurang fokus dan hanya sebagian sesuai visi sehingga sulit untuk dikomunikasikan, *strategis mapping* hubungan kurang logis, *cascading* belum dilakukan.

Disimpulkan RSI Sultan Agung kurang baik dalam melaksanakan manajemen strategis berdasarkan pendekatan *balanced scorecard*.

Kata kunci : Rumah sakit. Manajemen strategis, *balanced scorecard*

Kepustakaan : 16 buku, 12 jurnal, 2 dokumen.

## **ABSTRACT**

**Suryani Yuliyanti**

**Analysis on Management of Strategic Plan of Sultan Agung Islamic Hospital through Balanced Scorecard Approach**

**xiv + 120 pages + 5 tables + 6 figures + 7 enclosures**

Balanced scorecard was a contemporary management tool that can be used as a frame of strategic plan development and as a tool for improving information flow and communication between top executive and middle management in the company. Since 2005, Sultan Agung Islamic hospital (RSI) have implemented strategic plan with balanced scorecard approach. Data obtained from preliminary studies showed that problems during internalization and socialization of vision of the hospital to become a group vision were found in the implementation of the strategic plan. Objective of this study was to analyze strategic management in Sultan Agung Islamic hospital Semarang using balanced scorecard approach.

This was an explorative descriptive-qualitative study. Objects of the study included vision, value, mission, purpose, strategic target, strategic map, and harmony among variables. Alternative formulation of vision, value, mission, purpose, and new strategic target were made. Data were collected by conducting observation, documentation study, in-depth interview, and FGD to 19 study subjects.

Results of the study showed that vision and mission of the hospital has changed to be shorter, more compact, and easier to understand. Value was still implemented. Sentences in the purpose and target were still too long and not focused; only part of purpose and target that were in line with the vision, consequently, it was difficult to be communicated. Illogical relation was found in the strategic mapping, and cascading had not been implemented.

In conclusion, Sultan Agung Islamic hospital is not good in implementing strategic management based on balanced scorecard approach.

Key words : hospital, strategic management, balanced scorecard

Bibliography : 16 books, 12 journals, 2 documents