

# Analisis Dampak Pandemi Covid 19 terhadap Kinerja RSUD Cengkareng Tahun 2019-2021 dengan Balanced Scorecard = Analysis The Impact of Covid 19 Pandemic on Hospital Performance at Cengkareng Hospital in 2019-2021 with Balanced Scorecard

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## Abstrak

Latar Belakang: Pandemi Covid 19 telah menyebabkan turbulensi bagi rumah sakit, RSUD Cengkareng ditunjuk menjadi rumah sakit rujukan Covid 19 secara penuh, dengan adanya perubahan layanan dapat terjadi perubahan pada kinerja baik layanan dan kinerja non layanan di rumah sakit.

Tujuan: Penelitian ini bertujuan mengetahui adanya dampak pandemi Covid 19 terhadap kinerja RSUD Cengkareng tahun 2019, 2020 dan 2021 menggunakan metode penilaian kinerja Balanced Scorecard.

Metode: Penelitian ini menggunakan metode studi kasus di RSUD Cengkareng, data didapat dari data primer yaitu dari wawancara mendalam kepada informan terpilih, dan data sekunder dari telaah dokumen.

Hasil : Dari penelitian diketahui dari perspektif proses bisnis internal terdapat penurunan capaian indikator kinerja pelayanan dan peningkatan kemampuan melakukan inovasi. Dari perspektif pembelajaran dan pertumbuhan diketahui adanya peningkatan retensi karyawan, kepuasan kerja karyawan dan produktivitas karyawan namun penurunan dari capaian jam pelatihan karyawan. Dari perspektif pelanggan diketahui adanya penurunan kunjungan di IGD, Rawat Jalan dan Rawat Inap dan peningkatan retensi pelanggan. Pada perspektif finansial didapatkan peningkatan rasio keuangan dan pertumbuhan pendapatan serta penurunan tingkat pengeluaran.

Kesimpulan: Dari penelitian ini bahwa pandemi Covid 19 telah memberikan dampak positif dan dampak negatif terhadap kinerja RSUD Cengkareng.

.....Background: The Covid 19 pandemic has caused turbulence for hospitals, Cengkareng Hospital has been appointed as a full Covid 19 referral hospital, with changes in the performance of both services and non-service performance in hospitals.

Objective: This study aims to determine the impact of the Covid 19 pandemic in the performance of Cengkareng Hospital in 2019, 2020 and 2021 using Balanced Scorecard performance assessment method.

Method: This study uses a case study method at Cengkareng Hospital, data obtained from primary data, namely from in depth-interviews with selected informants, and secondary data from document reviews.

Result: From the research, it is known from the perspective of internal business processes that there is a decrease in the achievement of service performance indicators and increase in the ability to innovate. From the perspective of learning dan growth, it is known that there is an increase in employee retention, employee

job satisfaction and employee productivity but decrease the achievement of employee training hours. From a customer perspective, it is known that there is a decrease in visits in the Emergency Room, Outpatient and Inpatient and an increase in customer retention. From a financial perspective, there is an increase in financial ratios and income growth as well as a decrease in the level of expenditure.

Conclusion: From this study that the Covid 19 pandemic has had positive impacts and negative impacts on the performance of Cengkareng Hospital.