

# Analisis Perbedaan Kinerja RS Hermina Grand Wisata Menggunakan Pendekatan Balanced Scorecard Sebelum dan Pada Masa Pandemi COVID-19 = Analysis of Performance Differences at Hermina Grand Wisata Hospital Using the Balanced Scorecard Approach Before and During the COVID-19 Pandemic

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## Abstrak

**Latar belakang:** Rumah sakit memiliki beban yang berat di masa pandemi COVID-19, karena harus berusaha mempertahankan kinerja dan juga tetap berperan aktif dalam penanggulangan pandemi COVID-19. Jumlah kunjungan pasien turun, baik di rawat jalan, IGD, maupun rawat inap. Tentunya ini bukan hal mudah khususnya untuk RS swasta. Turunnya pendapatan dan naiknya biaya menyebabkan profit RS menurun, risiko pengurangan karyawan untuk efisiensi, risiko pasien menjadi tidak terlayani, yang bila berlanjut dan tidak segera diantisipasi bisa menyebabkan RS terancam kolaps. Tesis ini menganalisis perbedaan kinerja RS Hermina Grand Wisata menggunakan pendekatan *balanced scorecard* (BSC) sebelum dan pada masa pandemi COVID-19. **Tujuan:** Penelitian ini bertujuan mengetahui perbedaan kinerja RS Hermina Grand Wisata sebelum dan pada masa pandemi COVID-19. **Metode:** Penelitian ini merupakan studi kasus menggunakan data sekunder. Data diambil dari laporan capaian kinerja RS Hermina Grand Wisata selama pandemi COVID-19 tahun 2020 dan 2021 disandingkan dengan laporan capaian kinerja pada tahun 2019 sebagai data pembanding. Data penelitian yang dikumpulkan akan dianalisis dengan melakukan uji normalitas terlebih dahulu pada kedua kelompok (kinerja sebelum dan pada saat pandemi), kemudian dilanjutkan dengan uji *repeated measures Anova* untuk melihat ada tidaknya perbedaan kinerja rumah sakit sebelum dan pada masa pandemi COVID-19. Selanjutnya dilakukan uji Post Hoc untuk melihat ada tidaknya perbedaan pada setiap variabel. **Hasil:** Berdasarkan hasil penelitian terdapat perbedaan kinerja yang signifikan pada perspektif pelanggan, yaitu pada variabel kepuasan pasien rawat jalan, rawat inap, dan IGD. Berdasarkan perspektif proses bisnis internal, pertumbuhan dan pembelajaran, serta keuangan tidak terdapat perbedaan yang bermakna. **Kesimpulan:** Terdapat perbedaan kinerja sebelum dan pada masa pandemi COVID-19 pada perspektif pelanggan, yaitu pada indikator persentase kepuasan pasien rawat jalan, rawat inap, dan IGD. **Saran:** Rumah sakit melakukan upaya peningkatan jumlah pasien baru rawat jalan, melakukan efisiensi pemakaian tempat tidur, dan meningkatkan utilisasi aset untuk meningkatkan pendapatan.

.....Background: Hospitals have a heavy burden during the COVID-19 pandemic, because they have to try to maintain performance and also continue to play an active role in overcoming the COVID-19 pandemic. The number of patient visits has decreased, both in outpatient, emergency department, and inpatient care. Of course, this is not an easy thing, especially for private hospitals. The decline in revenue and rising costs cause the hospital's profit to decrease, the risk of reducing employees for efficiency, the risk of patients being unserved, which if it continues and is not immediately anticipated can cause the hospital to be threatened with collapse. This thesis analyzes the differences in the performance of Hermina Grand Wisata Hospital using the balanced scorecard (BSC) approach before and during the COVID-19 pandemic.

Objective: This study aims to determine the differences in the performance of Hermina Grand Wisata Hospital before and during the COVID-19 pandemic. Methods: The design of this study was case study using secondary data. The data is taken from the report on the performance of the Hermina Grand Wisata Hospital during the COVID-19 pandemic in 2020 and 2021, compared to the report on performance achievements in 2019 as comparison data. The research data collected will be analyzed by conducting a normality test first in both groups (performance before and during the pandemic), then followed by repeated measures Anova test to see whether there are differences in hospital performance before and during the COVID-19 pandemic. Furthermore, the Post Hoc test was conducted to see whether there was a difference in each variable. Results: Based on the results of the study, there were significant differences in performance from the customer perspective, namely on the satisfaction variables of outpatients, inpatients, and the emergency department. Based on the perspective of internal business processes, growth and learning, and finance, there are no significant differences. Conclusion: There are differences in performance before and during the COVID-19 pandemic from the customer perspective, namely the percentage of satisfaction indicators for outpatients, inpatients, and emergency rooms. Suggestion: Hospitals make efforts to increase the number of new outpatients, make efficient use of beds, and increase asset utilization to increase income.