

# Perbandingan Kinerja Rumah Sakit Izza Karawang Sebelum Dan Selama Pandemi Covid-19 Menggunakan Balance Scorecard = Comparison Performance of Izza Karawang Hospital Before and During the Covid-19 Pandemic Using the Balanced Scorecard

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## Abstrak

Latar Belakang: Disrupsi Pandemi Covid-19 mengharuskan manajemen rumah sakit untuk dapat mengukur kinerja pada aspek keuangan dan non keuangan agar mendapatkan hasil yang komprehensif. Tujuan: Mengetahui kinerja Rumah Sakit Izza sebelum dan saat Pandemi Covid-19 Metode: Jenis penelitian ini adalah studi kasus pada RS Izza Sumber data didapat dari data Primer dan Sekunder. Data primer diperoleh dengan proses wawancara terhadap informan. Data sekunder didapat melalui telaah dokumen Hasil: Peneliti Menemukan Bahwa terdapat Penurunan Kinerja bila dilihat dari empat perspektif. Pada perspektif keuangan terjadi peningkatan pengeluaran dari budget yang sudah ditentukan, pada perspektif kostumer terjadi penurunan pasien rawat inap, pada perspektif bisnis proses internal terjadi hambatan investasi yang sudah direncanakan oleh manajemen rumah sakit, dan pada perspektif Pembelajaran dan pertumbuhan terjadi penurunan pencapaian target pelatihan oleh karyawan Kesimpulan: Pandemi Covid-19 menyebabkan dampak yang terhadap kinerja rumah sakit Izza

.....Background: The impact of the Covid-19 pandemic has been felt on the performance of hospitals in Indonesia, another disruption has forced hospital management to be able to assess performance on financial and non-financial aspects in order to obtain comprehensive results. Objectives: To determine the performance of Izza Hospital before and during the Covid-19 Pandemic Methods: This type of research is a case study at Izza Hospital. The data sources are obtained from Primary and Secondary data. Primary data was obtained by interviewing informants. Secondary data was obtained by reviewing documents Results: Researchers found that there was a decrease in performance when viewed from four perspectives. From a financial perspective, there is an increase in spending from a predetermined budget, from a customer perspective there is a decrease in inpatients, from an internal business perspective there are investment barriers that have been planned by hospital management, and from a learning and growth perspective there is a decrease in the achievement of training targets by employees. Conclusion: The Covid-19 pandemic has had a negative impact on the performance of the Izza hospital