

# Petukangan Hospital's Strategy for Utilization of Obstetric Services During Covid-19 Pandemic

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## ABSTRACT

**Background:** This research aims to analyze the strategy of Petukangan hospital in the utilization of obstetric services during the covid-19 pandemic period the effect on the cash flow of Petukangan Hospital. **Method:** This research with case study design using secondary data of polyclinic patients and obstetric treatment of Petukangan Hospital from January 2018 - September 2020. Cash flow data for 2020 from January-September 2020. Population demographic data in South Jakarta, and the results of interviews with stakeholders of Petukangan Hospital. **Result:** The Strategy of Petukangan Hospital in the utilization of obstetric services during covid-19 affects the cash flow of Petukangan Hospital. **Conclusion:** Petukangan Hospital which is a private type C hospital that has cooperated with BPJS and during the covid-19 pandemic is not a covid-19 referral hospital for its strategy of improving the utilization of obstetric services during the covid-19 pandemic period.

**Keywords:** *obstetrics services, covid-19 pandemic*

## 1. INTRODUCTION

WHO has declared Corona Virus Disease 2019 (COVID-19) as a pandemic. The government through Presidential Decree No. 11/2020 on The Determination of Public Health Emergency Corona Virus Disease 2019 (COVID-19) has declared COVID-19 as a type of disease that causes public health emergency and established Public Health Emergency Corona Virus Disease 2019 (COVID19) in Indonesia[1].

Changes in the use of non-covid 19 health services in Ireland. In the case of changes in the demand of medical care types and drugs are limited. An online survey of more than 35,000 respondents conducted in the third of the April week found that about 32 percent delayed medical care, mostly delaying routine health checkups such as consultations with a general doctor or dentist, or postoperative follow-up. Parents report that

vaccinations are often delayed. Nearly 5% said that health checks at the hospital were delayed and 2% of operations were postponed. [2]

Based on the results of markplus rapid survey, Inc. people are increasingly afraid to visit hospitals since the covid-19 pandemic, where the survey involved 110 respondents. The survey found that digital health consultations are in high demand especially since the ons of Covid-19. Before the pandemic, 31.8% of respondents visited the hospital at least once a year. While since the covid-19 in Indonesia there has been a high fear by the public to visit health institutions. 71.8 percent of respondents admitted to not having visited hospitals or clinics since the covid-19. A total of 64.5% of respondents prefer to restore their health independently by resting and consuming healthy foods. They avoid hospitals because they are assessed as places that have the potential to spread coronavirus. [3]

The decrease in the number of patients at Petukangan hospital who are not covid-19 referral hospitals, is also very noticeable, polyclinic visits decrease dramatically, hospitalization is reduced this is because patients are better off delaying to the hospital if it is not actually emerging. Not only that general practitioners, dentists and specialists reduce practice schedules with the aim of reducing exposure to patients. This affects the condition of a reduced number of patients. That affects the financial condition of hospitals resulting in low income private hospitals that are not referrals to covid-19 patients, whereas hospitals need funds to pay salaries, maintenance tools, repayment of drug spending, BHP and so on.

The Government of Ireland reached an agreement in March with a private hospital association to use its facilities for the treatment of patients. Under the deal, 19 private hospitals were operated as public hospitals over a 3-month period. [2]

And the Indonesian government is also active in tackling covid-19 pandemic by also designating several hospitals as referral hospitals, many of which are government hospitals and some of them private hospitals and this is set out in the Decree of the Minister of Health No.HK.01.07/MENKES/169/2020. [4] No hospital is really ready to deal with this case, but all must be deployed. And especially in DKI Jakarta as a step in anticipation of escalation of cases in the next period also added hospital referrals to covid-19 in accordance with the decree of the Governor of DKI Jakarta No. 987 of 2020 [5]

Toffler writes that instead of being routine and predictable, the corporate-social, political, demographic, economic-has-accelerator, unstable and revolutionary environment. To deal with this new environment, the company needs an adaptive manager who can cope with the non-linear and unstoppable changes this new Manager must, maximizing maneuverability. Managers should also be able to estimate future trends, reconstituting basic missions,

structures, procedures, products, and programs. As the first rule for companies trying to survive. [6]

Successful Hospital financial management, through planning, organizing, controlling, and making decisions, is able to adjust inflows and outflows to achieve the most profitable outcomes for the organization.

However, unfortunately in this case The Hospital of Petukangan has not been able to adapt quickly. The decline in the number of patients during the covid-19 pandemic has greatly affected the flow of hospitals, there is an opportunity to increase the number of patients by becoming hospitals into covid-19 referral hospitals. But Petukangan hospital has not been able to take the opportunity because many things that hinder the process are carried out. Especially in terms of financials the hospital is also constrained to the preparation process as a referral hospital covid-19. For the treatment of covid-19 Hospital Petukangan still serves, but if any patients suspect covid-19 will be referred to the referral hospital.

In this case the hospital management took advantage of existing opportunities with a focus on developing obstetric patient visits because for obstetric patients it is urgent and should go to a health facility as soon as possible for treatment. And with human resources especially obstetrician specialists and enough midwives in Petukangan Hospital.

In New York City, there was no change in caesarean section numbers during the COVID-19 pandemic in New York City. New York City has seen a surge in the number of pregnant women diagnosed with coronavirus (COVID-19) disease. [8] In 2014, the government

And during covid-19 pandemic for screening patients covid-19 is done, especially for obstetric patients. What can be handled for midwifery patients is obstetrics patients who are not covid-19, for those who suspect covid-19 will be referred to the hospital for covid-19 referral.

Therefore, it is necessary to conduct a review of the strategy of Petukangan hospital in terms of utilization of obstetric services during the covid-19 pandemic period the effect on the cash flow of Petukangan Hospital.

**2. METHOD**

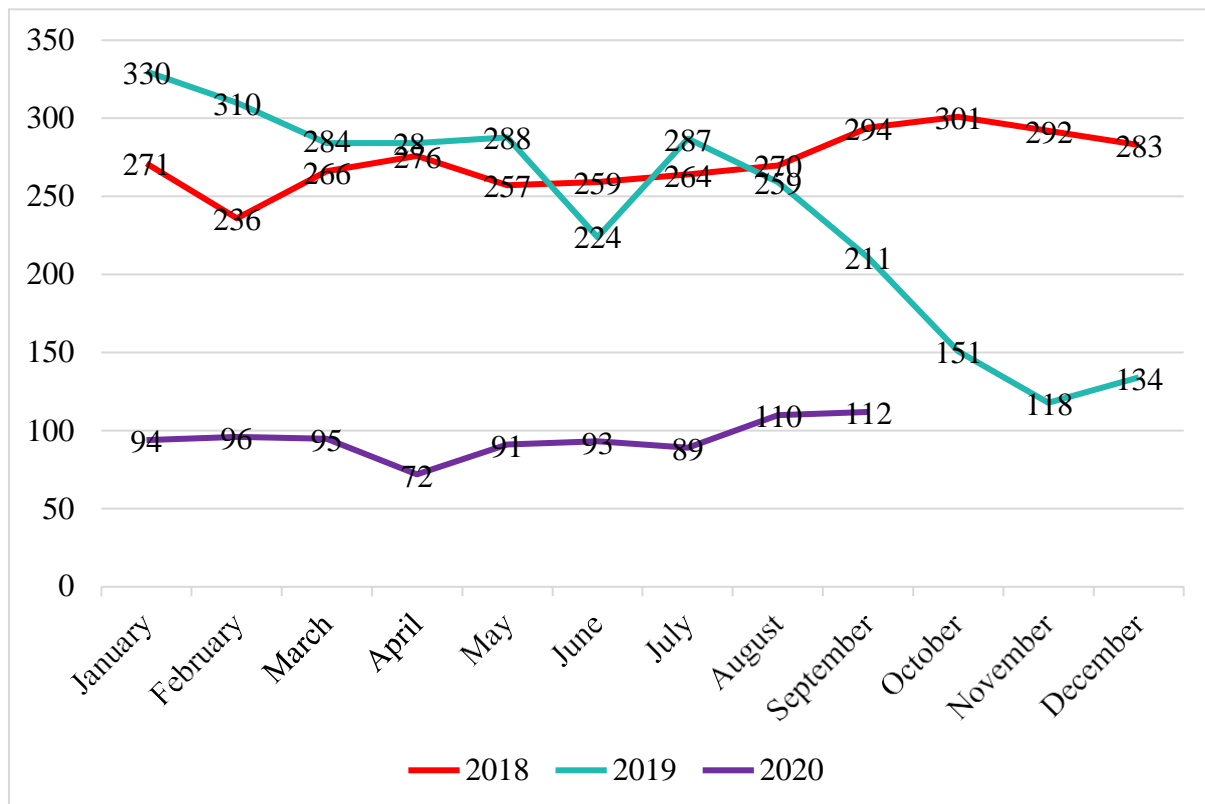
In this study will be identified the pattern of utilization of obstetrics unit services in Petukangan Hospital. This utilization pattern will be associated with the cash flow of Petukangan Hospital. The design of this study is a case study using secondary data of hospital obstetrics patients from January 2018 - September 2020. Midwifery Patient Data of Petukangan Hospital January 2020-September 2020 based on warranty. Rs Petukangan cash flow data for 2020, from January 2020-September 2020

Petukangan Hospital is one of the Private Hospitals with type C which has public hospital infrastructure with several polyclinic services. The location of Petukangan Hospital is located in The South Jakarta area for the location of the hospital is very strategic, can be seen in the demographic data of the population of South Jakarta.

In addition to the number of visits, it is also done data collection from interviews with stake holders of Petukangan Hospital related to the strategy of Petukangan Hospital conducted during the covid-19 pandemic

**3. RESULTS**

The data obtained is data on obstetric polyclinic patients from January 2018 to September 2020. From this data will be analyzed how the utilization of obstetric units before and during covid-19



**Figure 1.** Hospital Obstetric Polyclinic Patient Data January 2018-September 2020

The chart above shows a decrease in the number of patient visits during 2020, compared to the previous two years. During the covid-19 pandemic for patient

visits in obstetric polyclinics remained stable there was a decrease in visits in April 2020, but in the following month there was an increase.

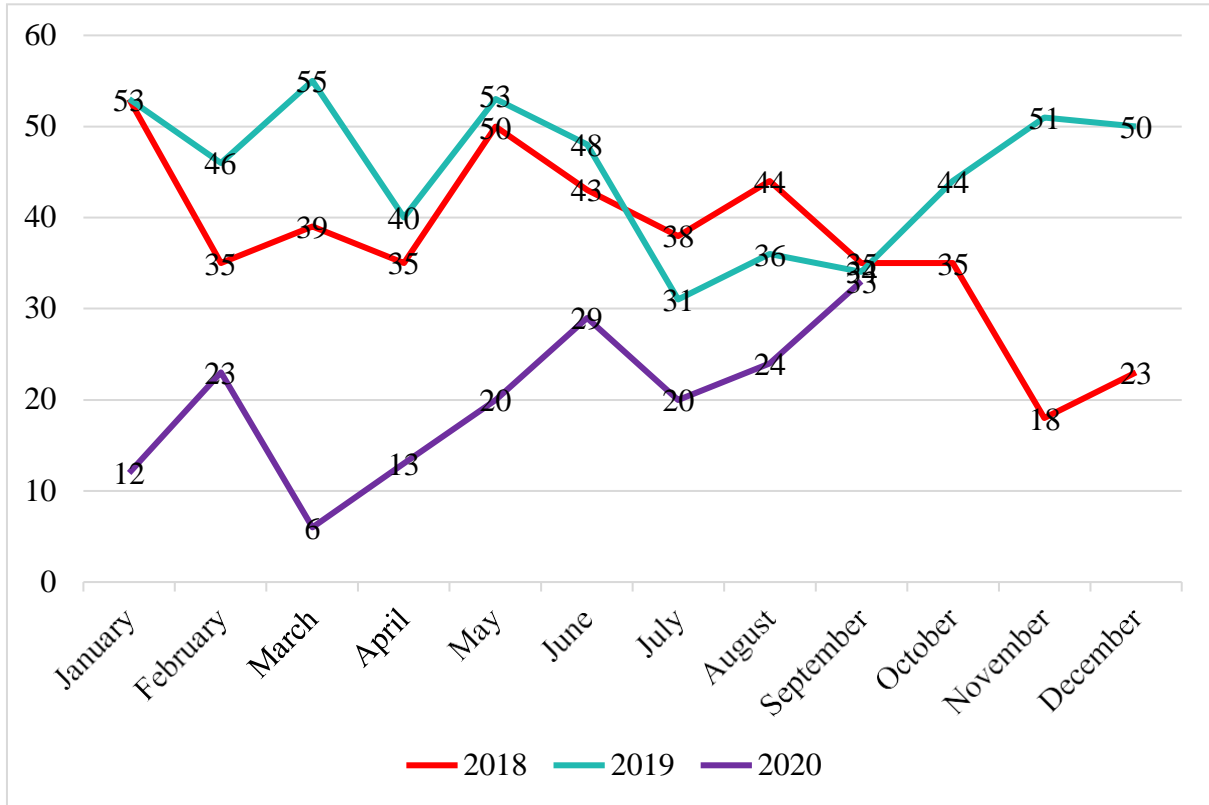


Figure 2. Hospital Obstetric Treatment Patient Data January 2018-September 2020

In the chart above which is the data on obstetric care there is a decrease in the number of patient treatments during 2020, compared to the previous 2 years. During the covid-19 pandemic for the treatment of patients in

the midwifery unit remained stable ,there was a decrease in visits in April 2020, but in the following month there was an increase in the number of obstetric patients.

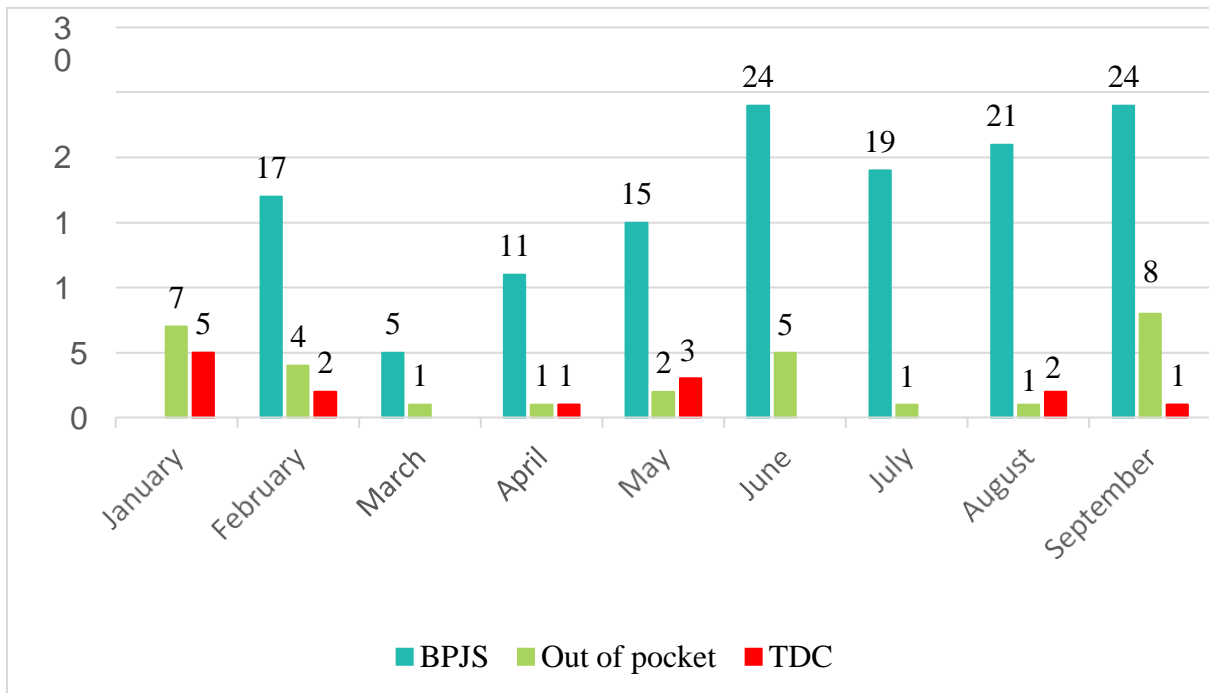


Figure 3. Hospital Obstetric Patient Data January 2020-September 2020 based on Guarantee

Petukangan Hospital has been working with BPJS since 2016, but in early 2020 there are constraints, in early January 2020 the health service for BPJS patients off, only serves emergency patients. Furthermore, in February, BPJS (Badan Penyelenggara Jaminan Sosial ) service began to increase from the previous year. But in early March 2020 obstetrics patients dropped due to the covid-19 pandemic situation. It's been a long time coming, because Petukangan Hospital isn't a covid-19 referral hospital, so it doesn't yet have a negative pressure operating room facility.

In Early August, hospital management decided to focus on improved midwifery services not only promo for general patients and insurance with ease of service, for BPJS patients also in facilities to be closer to the health service.

Midwifery promotion program conducted by Petukangan Hospital in early August 2020 there are several namely:

1. Competitive maternity rates with surrounding hospitals.
2. Free up facility 1 level of room facilities for general patient/insurance.
3. Additional treatment for Mother and Baby based on class.
4. All obstetric patients regardless of warranty are given easy access to Petukangan Hospital

With the new program encouraged during August and September 2020, there is an increase in the number of obstetric patients of Petukangan Hospital.

The hospital's marketing team regularly follows up to first-rate health facilities (Puskesmas, Klinik) and monitors referrals during this time whether it is going well or not. Percentage increase in the number of patients from August to September 2020 by 37.5 %. In terms of the number of patients rose by 9 patients.

Not only that we can also see obstetric patients coming to the Hospital mostly bpjs patients, but insurance and general patients are also experiencing the improvement that can be seen in the following chart.

For the guarantee of patients in Petukangan Hospital for midwifery there are 3 guarantees, namely:

1. BPJS (Badan Penyelenggara Jaminan Sosial)
2. General/Insurance
3. TDC (Two Day Care) in cooperation with private midwife practice

There was an increase in patients in September for BPJS and General/Insurance patients. BPJS patient percentage increase 14 %, for general patients / insurance percentage increase 70 %. For TDC down 50% this is due to the covid-19 pandemic period many private practice midwives are closing services.

From the above data it is seen that the majority of Hospital Petukangan obstetrics patients are BPJS patients, with a percentage of 82%, following general patients 13% and TDC 5%.

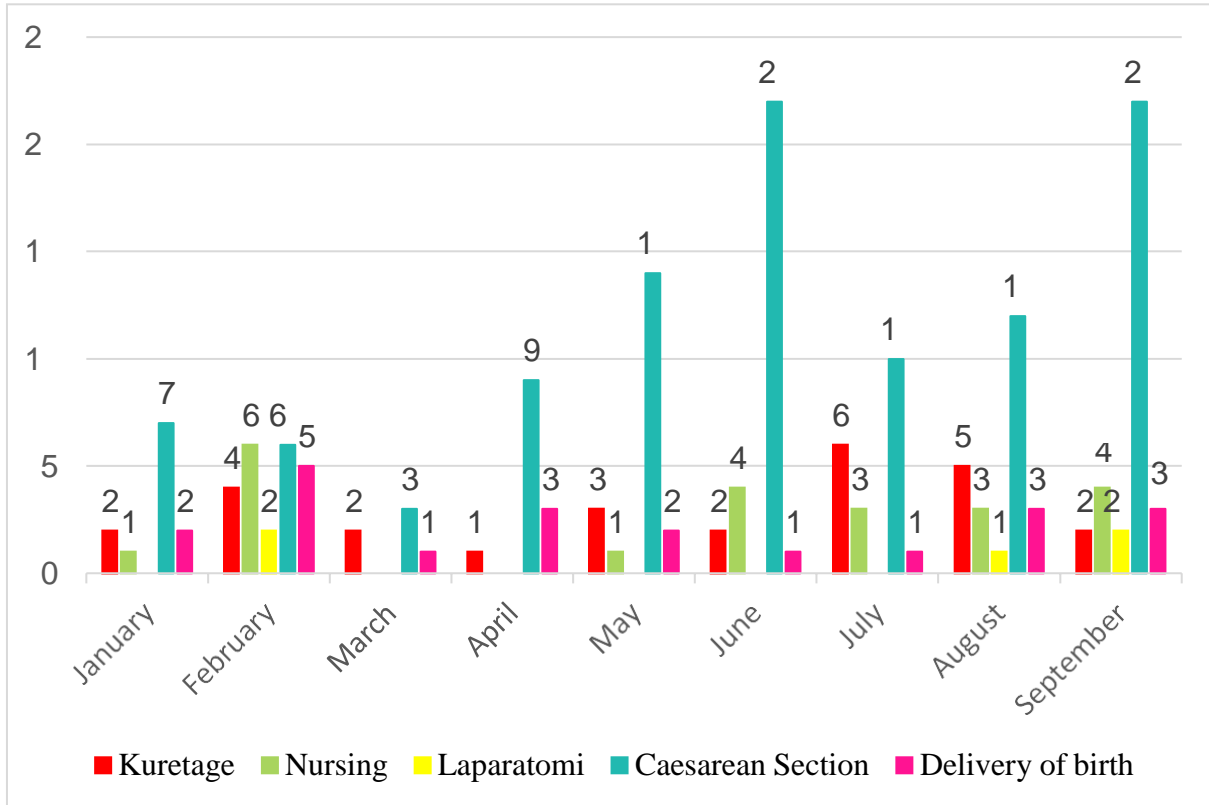


Figure 4. Obstetrics Patient Data by Action

The above data shows the most action is seccio caesaria, and follows other actions. Obstetric patients are patients who have to take immediate action, this causes the number of patients there to increase, because patients have to go to the hospital for treatment.

The role of the hospital strategy in this case by striving for optimal marketing of the hospital. The apparent increase occurred in September, although in terms of the number is not very large and sees a fairly dense distribution of South Jakarta residents.

In this case, the strategic location of Petukangan Hospital, became an opportunity for the development of the hospital. Judging by the number of populations that are quite dense and in terms of age category the female population is also quite a lot for the number of women of childbearing age.

**Table 1.** Population of South Jakarta Data 2019

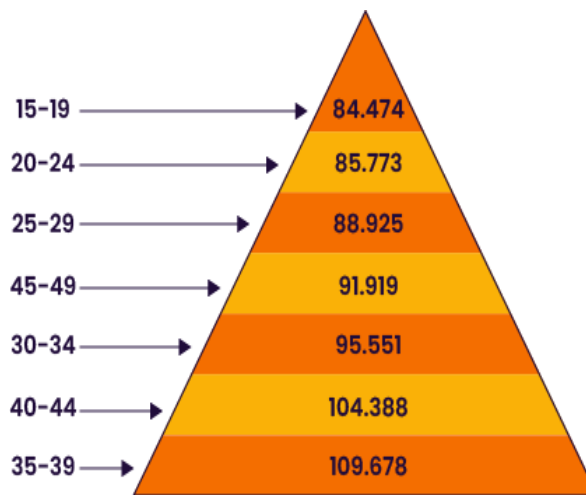
JAKARTA SELATAN (2.345.029)										
NO	KECAMATAN	WNI			WNA			TOTAL		
		LAKI-LAKI	PEREMPUAN	JUMLAH	LAKI-LAKI	PEREMPUAN	JUMLAH	LAKI-LAKI	PEREMPUAN	JUMLAH
1	TEBET	121.080	121.674	242.754	66	20	86	121.146	121.694	242.840
2	SETIA BUDI	58.978	58.689	117.667	135	42	177	59.113	58.731	117.844
3	MAMPANG PRAPATAN	80.378	78.344	158.722	157	63	220	80.535	78.407	158.942
4	PASAR MINGGU	165.264	163.143	328.407	141	26	167	165.405	163.169	328.574
5	KEBAYORAN LAMA	164.420	163.165	327.585	169	124	293	164.589	163.289	327.878
6	CILANDAK	110.762	112.136	222.898	222	96	318	110.984	112.232	223.216
7	KEBAYORAN BARU	78.165	78.768	156.933	178	127	305	78.343	78.895	157.238
8	PANCORAN	87.338	86.994	174.282	35	30	65	87.373	86.974	174.347
9	JAGAKARSA	178.248	176.168	354.416	59	15	74	178.307	176.183	354.490
10	PESANGGRAHAN	129.983	129.631	259.614	36	10	46	130.019	129.641	259.660

Source: *Population Development Profile of DKI Jakarta Province in 2019, Civil Population and Registration Pencatatan Office of DKI Jakarta Province*

Petukangan Hospital is located in Pesanggrahan Sub-District with a female population of 129,641 people, and is adjacent to Kebayoran Baru Sub-District with a female population of 78,895 and Kebayoran Lama Sub-District with a female population of 163,289. [9] This could be the marketing strategy of Petukangan Hospital

if it will increase the number of obstetric patients in the future.

From population data and civil records can also be known the number of female populations with childbearing age. Where women are said to be of childbearing age are women aged 15-49 years. [9]



**Figure 5 .** Number of Residents of South Jakarta Age category

Source :*Population Development Profile of DKI Jakarta Province in 2019, Civil Population and Registration Office of DKI Jakarta Province*

From the data above the number of women of childbearing age in South Jakarta approximately 660,708 people are spread across 10 sub-districts. And

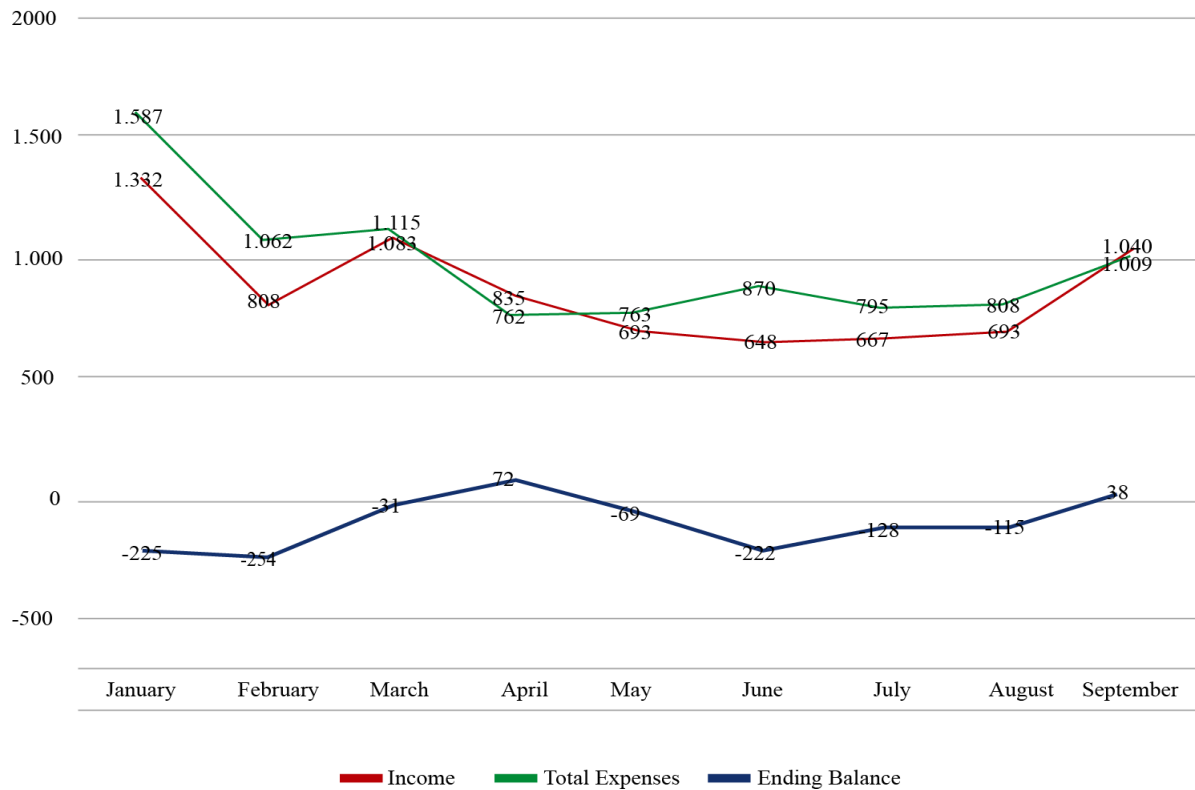
Petukangan Hospital can focus initially in 3 nearby sub-districts namely Pesanggrahan, Kebayoran Lama and Kebayoran Baru. [9] The number of targeted

patients who have the potential to get health care at Petukangan Hospital can be more conflated.

The strategy of Petukangan Hospital in improving the utilization of midwifery units affects the cash flow of

Petukangan Hospital, from the beginning of August 2020 has been made efforts to focus on increasing the number of patients in the midwifery unit.

## Actual Cash Flow 2020



**Figure 6. Hospital Cash Flow January 2020-September 2020**

For hospital cash flow in general can be seen from the chart above. For earnings at the start of the year above 1.3 Billion, decreased in February due to the constraints of one January cooperation agreement with BPJS off while, furthermore in March again experienced a rise in revenue, but in mid-March there was a covid-19 pandemic that affected the decrease in patient visits to The Plucking hospital saw April earnings fall, followed in the following months. In July 2020 there was an increase although not yet significant, followed by August 2020. In September there was a 50% increase in revenue, because in early August began the focus of the development of obstetrics patients.

### 4. DISCUSSIONS

With hospital data obtained from before and during the covid-19 pandemic, although at the beginning of the outbreak there was a decrease, but there was an increase because obstetrics patients were patients who could not be delayed the patient's health care should be acted upon immediately. And with health insurance already available for most people, patients also do not have to spend the cost of obstetric care (normal childbirth, SC, sretard action, laparatomy) seeing the situation of covid-19 pandemic result in a lot of decline



in the economic sector, so people can be safer, do not have to spend on the treatment process.

And when hospital deals are targeted for patients with general guarantees/insurance there is also an increase in the percentage. This can be one of the alternatives for hospital promo to be launched again, by utilizing digital media will greatly facilitate the access of patients to Petukangan Hospital. And obstetrics patients with BPJS guarantee need to increase the quantity of patients looking at data during covid-19 are patients who use bpjs guarantee, in many ways can be done to get the community closer to Hospital Petukangan. As for TDC assurance patients who cooperate with private practice midwives, it may be renewed so that the midwife patient is immediately directed for examination at Petukangan Hospital.

The managers within a healthcare organization will generally have one of three views: (1) financial, (2) process, or (3) clinical. The way they manage will be influenced by which view they hold.

1. The financial view. These managers generally work with finance on a daily basis. The reporting function is part of their responsibility. They usually perform much of the strategic planning for the organization.

2. The process view. These managers generally work with the system of the organization. They may be responsible for data accumulation. They are often affiliated with the information system hierarchy in the organization.

3. The clinical view. These managers generally are responsible for service delivery. They have direct interaction with the patients and are responsible for clinical outcomes of the organization.

financial management is a discipline with a long and respected history. Healthcare service delivery is a business, and the concept of financial management assists in balancing the inflows and outflows that are a part of the business. [7]

The role of Petukangan Hospital manager in terms of improving the utilization of midwifery units is much needed as this will greatly affect the cash flow of the hospital.

The strategic location of Petukangan Hospital is a strength to be able to develop and survive during the covid-19 pandemic. With demographic data it appears that Petukangan Hospital has the potential to attract more patients. It needs to be consistent and hard work in order to survive in unpredictable conditions in the future.

## **5. CONCLUSION**

Petukangan Hospital which is a private type C hospital that has cooperated with BPJS and during covid-19 not as a referral hospital can focus in development as a superior hospital in obstetric services, in addition to still having to plan other innovations in the future, because the condition of covid-19 pandemic is not necessarily when it ends.

## **ACKNOWLEDGMENT**

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