

ANALYSIS OF THE STRATEGY PLAN OF A REGIONAL HOSPITAL TOWARDS A BLUD IN AN EFFORTS TO IMPROVE HEALTH SERVICES TO THE PUBLIC (CASE STUDY AT BEDAS KERTASARI REGIONAL HOSPITAL, KERTASARI DISTRICT, BANDUNG REGENCY)

English: Dedi Rudi Komara¹, Tasya Aspiranti², Dadang Kusnadi³

¹Master of Management Study Program, Hospital Management Concentration, Bandung Islamic University

²Master of Management Study Program, Hospital Management Concentration, Bandung Islamic University

³Master of Management Study Program, Hospital Management Concentration, Bandung Islamic University

ABSTRACT

Hospital is an institution that provides comprehensive individual health services including promotive, preventive, curative and rehabilitative services providing outpatient, inpatient and emergency installation services. In carrying out its duties and functions, hospitals are required to provide the best service to the community, therefore in Permendagri 79 it is expected that hospitals will become BLUD status. Institutions that will become BLUD must meet 3 requirements, namely substantive, technical and administrative. In the administrative requirements, the institution must make 2 statements and 4 documents, one of which is a strategic plan document or Renstra.

The strategic plan document that is made must contain technical business analysis and calculate the capabilities of existing resources. Therefore, Bedas Kertasari Hospital made a strategic plan with SWOT analysis using Balanced Scorecard performance assessment. The results of the SWOT analysis show that the hospital's position is at -0.06 in the internal position and the hospital's external position is at +0.12, thus the position of the Hospital in the SWOT Analysis quadrant is in Quadrant III with a negative internal position and a positive external position.

The strategy taken is the Turn around strategy in developing its hospital, where RSUD needs to fix its internal conditions to be able to take and optimize existing opportunities. The strategy points are described in the balanced scorecard performance assessment which includes 4 perspectives: finance, customers, internal business and growth and learning which produce 4 strategic programs, namely increasing operational income, developing HR quality, developing

and implementing technology and information systems, and developing hospital services. The 4 strategy programs are described in 11 programs. activity Bedas Kertasari Regional Hospital in the period 2023-2027

Keywords: Hospital, BLUD, AnalysisSWOT, Balanced scorecard

1. INTRODUCTION

Hospitals have a very strategic role in accelerating the improvement of public health. The new paradigm of health services requires hospitals to provide quality services according to the needs and desires of patients while still referring to the professional and medical code of ethics. Bedas Kertasari Hospital is a type D hospital in Bandung Regency which was just inaugurated on March 28, 2023 by the Regent of Bandung

Bedas Kertasari Regional Hospital as a new hospital is temporarily still a UPTD at the Bandung Regency Health Office where management processes such as employee recruitment, procurement of goods, medical devices, medicines, BMHP and operational budgets are still under the Health Service Provision Division of the Bandung Regency Health Office so that hospital services are less than optimal.

The Management of Bedas Kertasari Hospital wants to improve quality health services to increase patient satisfaction, one of which is by conducting a consultation visit to the Directorate of BUMD, BLUD and BMD, Directorate General of Regional Financial Development, Ministry of Home Affairs and the results of the consultation recommend immediately carrying out the Preparation Process for Submission as a Hospital BLUD. One of the Administrative Requirements for a hospital to implement PPK BLUD is to create a strategic plan document.

The Strategic Plan or Renstra is a five-year plan prepared to explain the BLUD management strategy by considering resource allocation and performance using business analysis techniques (Minister of Home Affairs Regulation 79 No. 18 concerning BLUD Article 41).

External Analysis and Internal Analysis are better known as SWOT Analysis. SWOT analysis was introduced in 1952 by Robert Franklin Stewart (Puyr et al., 2020) describing the Internal Environmental Aspects which include Strength-S (Strengths) and Weaknes-W (Weaknesses), and External Environmental Aspects include Opportunity-O (Opportunities) and Threats-T (Threats) (Nurmasnyah & Burhan, 2023 Redjeki et al., 2023). SWOT analysis can be used to determine the direction of strategy and service development (Ekantiana et al, 2023). The SWOT matrix is a tool that is often used in compiling business strategy factors by Hospitals

RSUD Bedas Kertasari has prepared an initial Renstra in September 2023 but still contains several weaknesses including the absence of a proper SWOT Analysis, the Strategic Plan is not based on the position according to the EF - IF Quadrant, and the addition of types of services along with the increase in human resources. Therefore, it is necessary to carry out an Analysis of the old Renstra in order to produce a more comprehensive New Strategic Plan.

I.1. Problem Identification

1. How to Analyze The old Bedas Kertasari Regional Hospital Strategic Plan.
2. How do the deficiencies in the old strategic plan compare with the strategic plan document according to Permendagri 79/2018?
3. How to Conduct a SWOT Analysis to Mapping the Performance of Bedas Kertasari Regional Hospital.
4. How is the Strategic Plan that should be implemented by Bedas Kertasari Regional Hospital based on SWOT analysis performance mapping?
5. What are the Recommendations for the Management of Bedas Kertasari Regional Hospital based on the Analysis of the Strategic Plan towards BLUD.

I.2. Research Objectives

The purpose of this research is to analyze:

1. Analysis of the old Bedas Kertasari Regional Hospital Strategic Plan.
2. Deficiencies in the Old Strategic Plan compared to the Strategic Plan Document according to Permendagri 79/2018.
3. SWOT Analysis for Mapping the Performance of Bedas Kertasari Regional Hospital
4. Analysis of the Strategic Plan to be implemented by Bedas Kertasari Regional Hospital based on SWOT analysis performance mapping.
5. What are the Recommendations for the Management of Bedas Kertasari Regional Hospital based on the Analysis of the Strategic Plan towards BLUD.

2. BIBLIOGRAPHY

2.1. Hospital

Health Law Number 17 of 2023 states that a hospital is a health service institution that has the task of providing comprehensive individual health services, namely health services that include promotion, prevention, treatment, and recovery by providing emergency, outpatient and inpatient installation services.

2.2. Regional Public Service Agency (BLUD)

Public Service Agency (BLU) is an agency within the government that is formed to provide services to the community in the form of providing goods and/or services that are sold without prioritizing profit and in carrying out its activities based on the principles of efficiency and productivity. (Law Number 1 of 2004). Based on Permendagri 79 of 2018, it is explained that the Technical Implementation Unit of the Service/Regional Agency that will implement BLUD must meet the requirements which include substantive, technical, and administrative requirements.

2.3. Strategic Plan

The Strategic Plan or Renstra is a five-year plan prepared to explain the BLUD management strategy by considering resource allocation and performance using business analysis techniques (Minister of Home

Affairs Regulation 79 No. 18 concerning BLUD Article 41

2.4. SWOT Analysis

External Analysis and Internal Analysis are better known as SWOT Analysis. SWOT analysis was introduced in 1952 by Robert Franklin Stewart (Puyr et al., 2020) describing the internal environmental aspects which include Strength-S (Strengths) and Weakness -W (Weaknesses), as well as internal environmental aspects including Opportunity-O (Opportunities) and Threats-T (Threats) (Nurmasnyah & Burhan, 2023 Redjeki et al., 2023). SWOT analysis can be used to determine strategies and development frameworks (Ekantiana et al, 2023).

2.5 Balanced Scorecard

The concept of Balanced Scorecard was first introduced by Kaplan and Norton (1992) in Harvard Business Review. In that article Kaplan and Norton defined Balanced Scorecard as a set of measurement tools that give top managers a quick and comprehensive view of their business. Kaplan and Norton in 1996 described that Balanced Scorecard involves developing 1 strategy or mission for the Hospital. The idea is to include every aspect of the Hospital that will contribute to achieving this mission. In the process, the Hospital gains a new understanding of their business and a new management system, namely:

1. Financial Perspective
2. Customer Perspective
3. Internal Management Perspective
4. Growth and Learning Perspective

2.6 Previous Research

The first study entitled SWOT Analysis as a Business Strategy in Facing Competition in Health Service Providers (Study of Dr. M. Djamil Padang Central General Hospital) by Lovita Sri Wirdayeni, Zulpa Adila, Suharno Pawirosumarto from the Faculty of Economics and Business, Universitas Putra Indonesia YPTK Padang.

The study analyzes the business strategy of Dr. M. Djamil Padang Central General Hospital (RSUP) in facing competition using SWOT Analysis. The research is a qualitative research using a case study approach. Interviews, observations and focused discussions (FGD) are secondary data and the strategic business plan report of Dr. M. Djamil Padang Central General Hospital as secondary data. The result is that Dr. M. Djamil Padang Central General Hospital has an internal strength factor of 2.15 which is greater than the weakness of 0.85. While the external opportunity factor is 2.65 which is greater than the threat factor of 0.7. The SWOT matrix quadrant results are in quadrant I which means that the position of Dr. M. Djamil Padang Central General Hospital is strong and has the opportunity to grow. This study recommends developing services while continuing to strengthen the internal capabilities of the organization and its personnel. The difference with the current study is that the location of the RSUP Dr. M Djamil quadrant is Quadrant 1 while the Bedas Kertasari Hospital quadrant is Quadrant 3. Then the status of Dr. M. Djamil Hospital. M. Djamil has implemented PPK BIUD while Bedas Kertasari

Regional Hospital is in the process of becoming a BLUD

3. RESEARCH METHODOLOGY

3.1. Research Object

The research was conducted at Bedas Kertasari Hospital located on Jalan Raya Kertasari - Pacet, Sukapura Village, Kertasari District. Bedas Kertasari Hospital is a Type D Hospital which was just inaugurated on March 28, 2023. The research period was carried out for 14 days starting from March 15, 2024 to March 29, 2024.

3.2. Research Methodology

This research method uses a qualitative approach with a descriptive method. Qualitative research is research that is used to investigate, find, describe, and explain the quality or characteristics of social influence that cannot be explained, measured or described through a quantitative approach.

4. RESEARCH RESULTS AND DISCUSSION

4.1. Analysis of the old Bedas Kertasari Regional Hospital Strategic Plan

All members of the Bedas Kertasari Hospital planning team conducted an analysis of the old Bedas Kertasari Hospital Strategic Plan Document, where the document had a total of 76 pages with the following results:

Chapter 1 Introduction

This chapter includes the background, intent and purpose of compiling the strategic plan, legal basis, changes to the strategic plan and systematics of writing.

CHAPTER 2: Overview of Bedas Kertasari Regional Hospital Services

This chapter contains a general description of the work area, duties, functions and organizational structure of Bedas Kertasari Regional Hospital, a brief review of the resources owned by the Hospital, the main obstacles that are still faced and are considered necessary to be overcome through this Renstra, as well as a description of the service performance of Bedas Kertasari Regional Hospital in 2023.

CHAPTER 3: Strategic Issues and Problems

In this chapter, a brief review is presented of the identification of problems based on the duties and functions of Bedas Kertasari Regional Hospital services and the determination of strategic issues that are linked to developing issues, problems that occur in Hospital services and regional potential that are part of the responsibility for Hospital services.

CHAPTER 4: Vision, Mission, Objectives and Policy Direction

This chapter presents the formulation of the vision and mission of Bedas Kertasari Regional Hospital and conveys the goals and targets for service development of each mission. Furthermore, the strategies and policies of each mission are also briefly conveyed so that the performance targets become clearer which are carried out in achieving performance indicators. The mission carried by Bedas Kertasari Regional Hospital refers to the Vision and Mission of Bandung Regency, namely missions 2 and 4, Providing quality and equitable health services and optimizing governance through a professional bureaucracy and community life based on religious values.

CHAPTER 5: Program Plan, Activities and Sub-Activities and Indicative Funding

This chapter describes the revenue plan, services, programs, activities accompanied by sub-activities with target achievement of performance indicators, as well as funding for program and activity indicators, those responsible for activities, and sources of funds from the APBD or BLUD funds each year during the period 2023-2027. In general, the Hospital work program plan refers to the Health Office work program which is divided into three main activities, namely: 1. Supporting Program for District Government Affairs in the form of improving BLUD services 2. Individual Health Effort Fulfillment Program and Public Health Efforts in the form of providing Health service facilities for UKM and UKP, providing Health services for UKM and Referral UKP, Implementation of an integrated Health Information System and Issuance of Class C and D Hospital permits 3. Capacity Building Program Health Human Resources in the form of planning the needs of health human resources and developing the quality and increasing the technical competence of health human resources.

CHAPTER 6: Performance Indicators of Bedas Kertasari Regional Hospital

This chapter explains the performance indicators of Bedas Kertasari Regional Hospital which support the realization of the goals and targets of the Health Service. The performance indicators of Bedas Kertasari Regional Hospital consist of the Main Performance Indicators, namely the Public Satisfaction Survey and the Minimum Service Standards of the Hospital.

4.2. Deficiencies in the Old Strategic Plan compared to the Strategic Plan Document according to Home Affairs Ministerial Regulation Number 79 of 2018

Renstra Document Comparison Table

No	Description	Documents According to Permendagri 79/2018	Old Strategy Plan Document

1	Considering resource allocation and performance. The legal basis for SKM is the Decree of the Minister of Health of the Republic of Indonesia Number 129 of 2008 concerning Minimum Service Standards (SPM) for Hospitals.	There is	There is (-) Satisfaction Survey Public
2	Business analysis techniques, according to Allison, 2005 "Public and Private Organizational Strategies" (in 3.8)	There is	(-)
3	There is a Development Plan Service	There is	There is
4	Strategy and Policy Direction	There is	There is
5	Program and Activity Plan	There is	There is

From the results of the comparison between the Strategic Plan Document in accordance with the Minister of Home Affairs Regulation Number 79 of 2018 with the old Bedas Kertasari Hospital Strategic Plan Document, it can be concluded that there are several shortcomings in the preparation of the strategic plan document, namely

1. Not using Business Analysis Techniques
2. Has not included the results of the Public Satisfaction Survey
3. Has not included the Hospital Income Report.

4.3. SWOT Analysis of Bedas Kertasari Hospital Performance Based on Balance Scorecard to fulfill BLUD requirements in Efforts to Improve Health Services to the Community

The internal factors of the hospital analyzed refer to the principles of the Balance Score Card which includes 4 (four) perspectives, namely as follows.

- 1) Financial Perspective
 - a) BLUD income is insufficient for capital expenditure
 - b) Community receivables
 - c) Liquidity
 - d) Solvency
 - e) Activity
 - f) Profitability
- 2) Consumer/Service Perspective
 - a) Implementation of Minimum Service Standards (SPm) >80%
 - b) Outpatient waiting times do not meet national quality indicators (30%-40% meet standards <60 minutes)

- c) The response time for OP sectio caesario does not meet the national quality indicators (Standard <30 minutes)
 - d) Slow support services
 - e) IGD boarding time > 6 hours
 - f) Doctor visits as scheduled (90%)
 - g) Some specialist doctors do not visit every day
 - h) Patient service flow is in accordance with SOP
 - i) E-SKM stated that 85.91% were satisfied with the hospital's services.
 - j) RS is capable of 4 basic services
- 3) Process Perspective Internal Business/Infrastructure & Administration
- a. Incomplete infrastructure for 4 basic services
 - b. The infrastructure is not yet fully complete as a pioneer hospital
 - c. The cleanliness and comfort of the hospital environment is not yet optimal
 - d. IT implementation in services (telemedicine and online registration)
 - e. The electronic administration system is not yet comprehensive (e-medical records)
 - f. SOPs are available in all service units but are not yet optimal
 - g. Parking facilities are inadequate
 - h. New primary accredited hospital
 - i. Building facilities are inadequate
- 4) Growth and Learning/HR Perspective
- a. Lack of coordination between sectors
 - b. Service excellence has not been achieved
 - c. The number and types of specialist doctors are still on standby every day to meet the needs of the 4 basic services.
 - d. There is already a budget for improving the quality of human resources, but it is still minimal.
 - e. Lack of HR capacity budget
 - f. HR qualifications according to needs

Meanwhile, the external factors of the Hospital that were analyzed include the following:

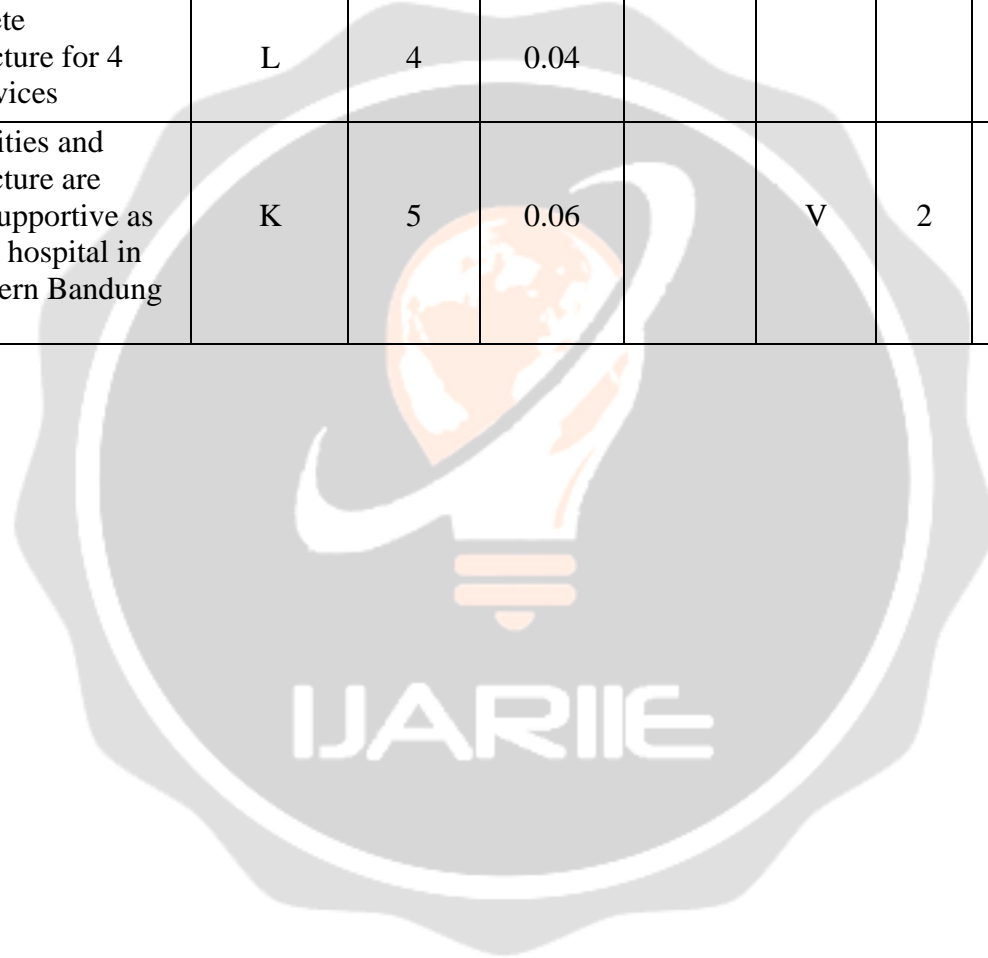
- 1) Macroeconomic, social and cultural strengths
- 2) Government support (political, financial and legal)
- 3) Demographics, geography, spatial planning and environment
- 4) Supply and availability of pharmaceuticals/medicines and medical devices
- 5) Technology and competition in health services
- 6) JKN/BPJS financing system

Table of Internal Factors Description SWOT Bedas Kertasari Regional Hospital

No	FACTORSKEY	MONITORING RESULTS	CHARACTERISTIC(K/L)	INFLUENCE		STRATEGY EFFECTIVENESS RATING ORGANIZATION TO RESPOND						SCORE (BobotxPoin)
				VALUE (1-5)	WEIGHT	STRENGTH			WEAKNESS			
						Minor 1	Major 2	Points	Minor -2	Major -1	Points	
1	Finance	BLUD Revenue insufficient	L	5	0.06					V	-1	(0.06)
		Community Receivables	L	5	0.06				V		-2	(0.11)
		Liquidity										
		Solvency										
		Activity										
		Profitability										
2	Consumer/Service	Implementation of Minimum Service Standards (SPM)	K	5	0.06		V	2				0.11
		Outpatient waiting time and OP SC response do not yet meet quality indicators national	L	5	0.06					V	-1	(0.06)
		Slow service support	L	5	0.06					V	-1	(0.04)
		Boarding time IGD > 6 hours	L	5	0.06				V		-2	(0.11)

No	FACTORSKEY	MONITORING RESULTS	CHARACTERISTIC(K/L)	INFLUENCE		STRATEGY EFFECTIVENESS RATING ORGANIZATION TO RESPOND						SCORE (BobotxPoin)
				VALUE (1-5)	WEIGHT	STRENGTH			WEAKNESS			
						Minor	Major	Points	Minor	Major	Points	
						1	2		-2	-1		
		Visit the doctor as appropriate timetable	K	4	0.04	V		2				0.09
		Some specialist doctors do not visit on holidays	L	3	0.03					V	-1	(0.03)
		Patient Service Flow already in accordance with standards (SOP)	K	4	0.04	V		1				0.04
		e-SKM	K	5	0.06	V		1				0.06

		Pioneer hospital in the southern Bandung area	K	4	0.04		V	2				0.09
3	Internal Process/Infrastructure & Administration	Incomplete infrastructure for 4 basic services	L	4	0.04					V	-1	(0.04)
		The facilities and infrastructure are already supportive as a pioneer hospital in the southern Bandung area.	K	5	0.06		V	2				0.11



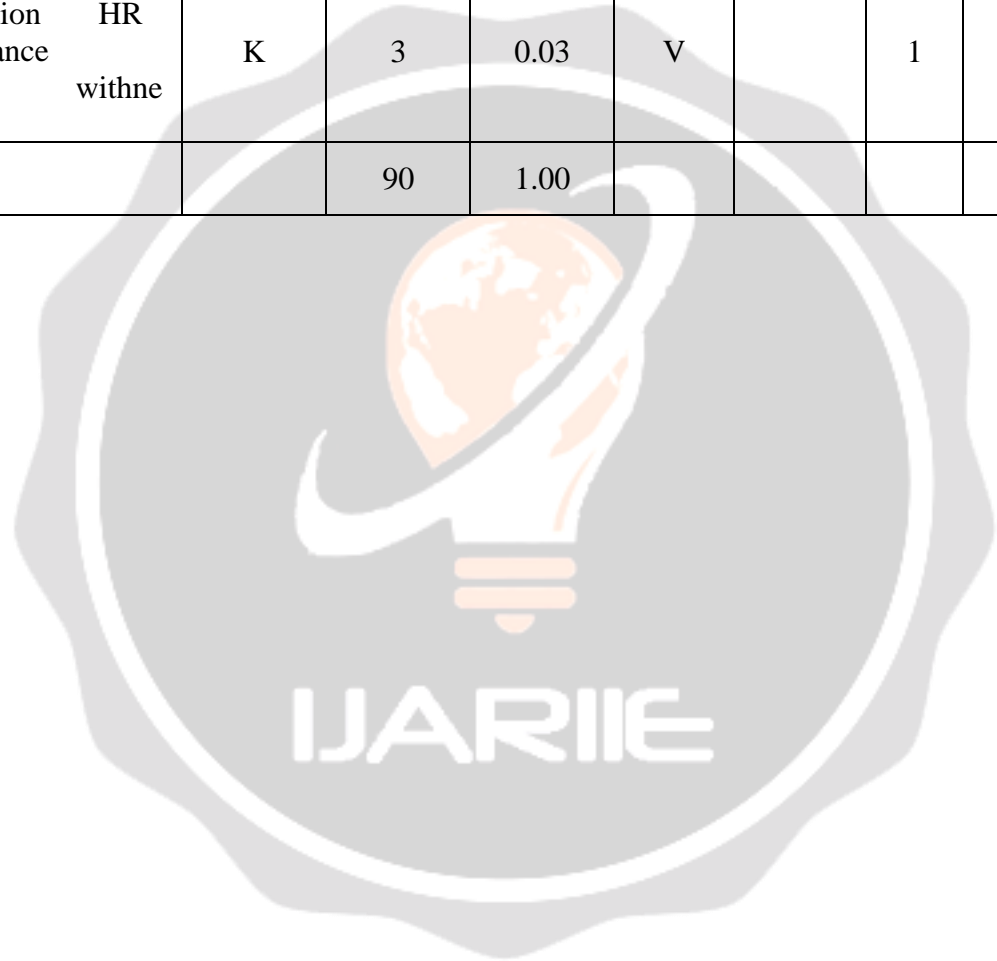
No	FACTORSKEY	MONITORING RESULTS <small>Vol-10 Issue-9 2024</small>	CHARACTERISTIC(K/L)	INFLUENCE		STRATEGY EFFECTIVENESS RATING ORGANIZATION TO RESPOND						SCORE (BobotxPoin)
				VALUE (1-5)	WEIGHT	STRENGTH			WEAKNESS			
						Minor	Major	Points	Minor	Major	Points	
						1	2		-2	-1		
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)
		Visit the doctor as appropriate timetable	K	4	0.04	V		2				0.09
		Part doctor specialist does not visit on holidays	L	3	0.03					V	-1	(0.03)
		Channel Serviceth e patient is appropriate with standard (SOP)	K	4	0.04	V		1				0.04
		e-SKM	K	5	0.06	V		1				0.06
		Selected as a pioneer hospital in the southern Bandung region	K	4	0.04		V	2				0.09
3	Process Internal/Facilities Infrastructure & Administration	Incomplete infrastructure for 4 basic services	L	4	0.04					V	-1	(0.04)
		The facilities and infrastructure are already supportive as a pioneer hospital in the southern Bandung area.	K	5	0.06		V	2				0.11



No	FACTORSKEY	MONITORING RESULTS	CHARACTERISTIC(K/L)	INFLUENCE		STRATEGY EFFECTIVENESS RATING ORGANIZATION TO RESPOND						SCORE (BobotxPoin)
				VALUE (1-5)	WEIGHT	STRENGTH			WEAKNESS			
						Minor	Major	Points	Minor	Major	Points	
						1	2		-2	-1		
		Cleanliness And the comfort of the hospital environment is not yet maximum	L	5	0.06					V	-1	(0.06)
		Implementation in service	K	5	0.06		V	2				0.11
		System administration Not yet comprehensive	L	5	0.06				V		-2	(0.11)
		SOUP available in all service units	K	5	0.06	V		1				0.06
		Parking facilities and building facilities Not yet adequate	L	5	0.06				V		-2	(0.11)
		Primary accredited	K	4	0.04	V		1				0.04
4	Learning & growth/ (HR)	Lack of coordination inter-field	L	3	0.03					V	-1	(0.03)
		Service excellence not yet achieved	L	5	0.06					V	-1	(0.06)

No	FACTORSKEY	MONITORING RESULTS	CHARACTERISTIC(K/L)	INFLUENCE		STRATEGY EFFECTIVENESS RATING ORGANIZATION TO RESPOND						SCORE (BobotxPoin)
				VALUE (1-5)	WEIGHT	STRENGTH			WEAKNESS			
						Minor	Major	Points	Minor	Major	Points	
						1	2		-2	-1		
		The number and type of specialist doctors do not yet meet the needs of the 4 basic services	L	5	0.06					V	-1	(0.06)
		There is already a budget for improving the quality of human resources	K	5	0.06	V		1				0.06

	Budget capacity Lack of human resources	L	4	0.04					V	-1	(0.04)
	Qualification in accordance with HR standards	K	3	0.03	V		1				0.03
Total			90	1.00							(0.06)



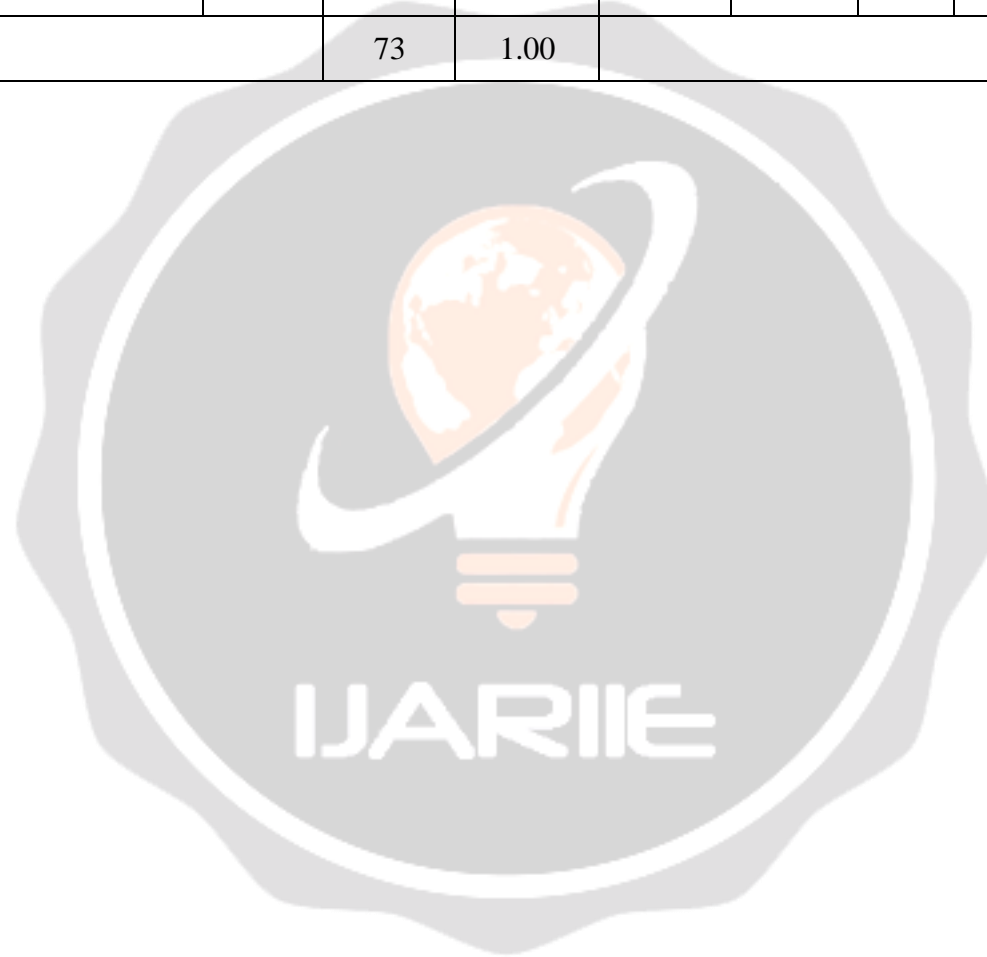
External Factor Evaluation Matrix

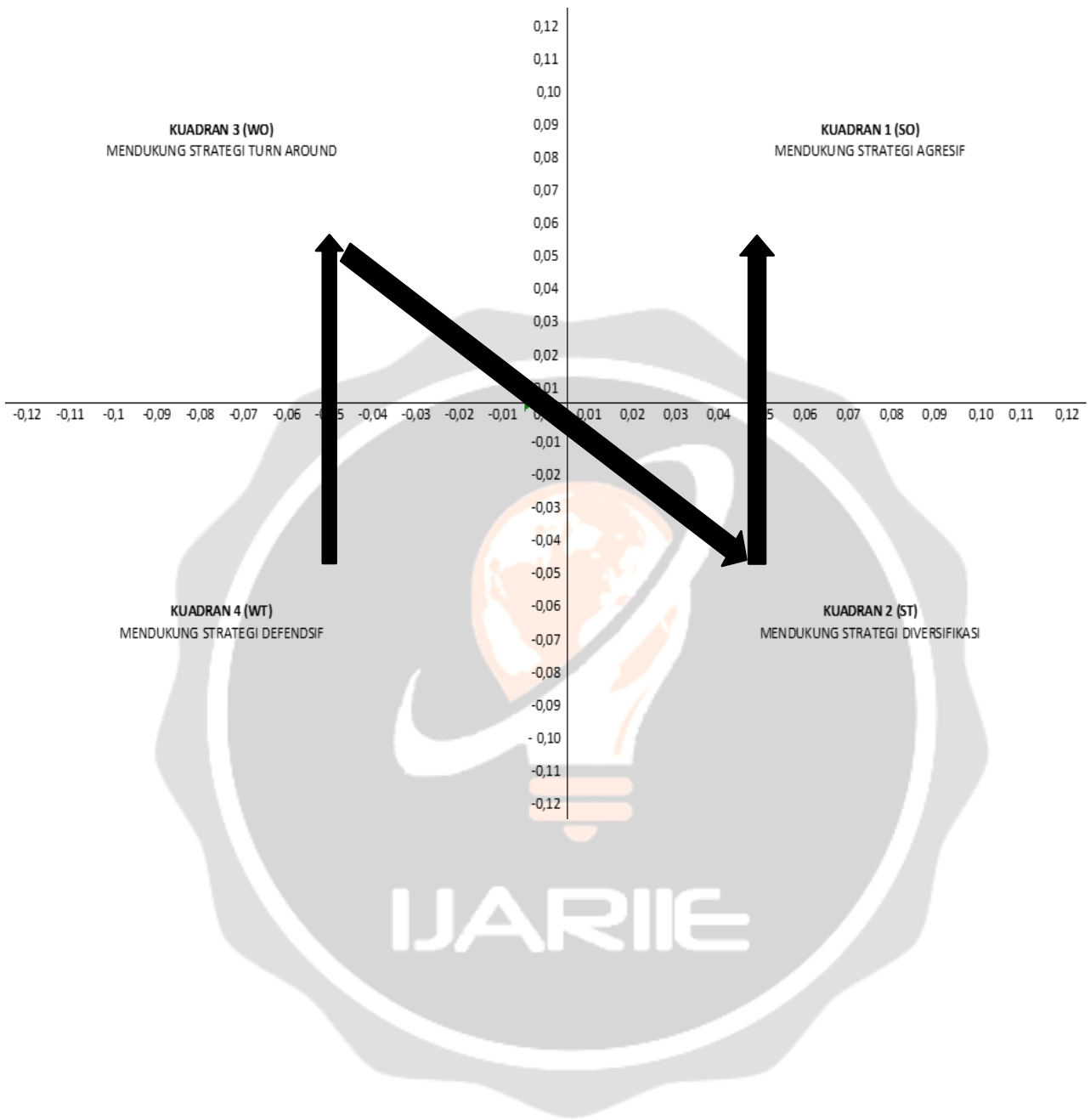
Table 4.15
Description of External Factors
SWOT Bedas Kertasari Regional
Hospital

No	KEY FACTORS	MONITORING RESULTS	CHARACTERISTIC(A/P)	INFLUENCE		STRATEGY EFFECTIVENESS RATING ORGANIZATION TO RESPOND					SCORE (BobotxPoin)	
				VALUE (1-5)	WEIGHT	OPPORTUNITY			THREAT			
						Low 1	Tall 2	Points	Low -2	Tall -1		Points
1	Economy macro	People's purchasing power decrease	A	3	0.04					V	-1	(0.04)
		Inflation	A	4	0.05				V		-2	(0.11)
2	Politics, Government and Law	Government Support (grants medical devices)	P	5	0.07		V	2				0.14
		Government Support (budget)	P	5	0.07		V	2				0.14
		Support from professional organizations	P	4	0.05		V	2				0.11
		BPJS regulations that tie	A	5	0.07				V		-1	(0.07)
		Minister of Home Affairs Regulation 79/2018 concerning management flexibility BLUD finance	P	5	0.07		V	2				
3	Demographics, socio-cultural and environmental	Poverty, unemployment and social problems	A	2	0.03				V		-2	(0.05)
		Road access to the hospital is lacking adequate	A	4	0.05				V		-2	(0.11)
		Surroundings of the hospital slum	A	5	0.07				V		-2	(0.14)

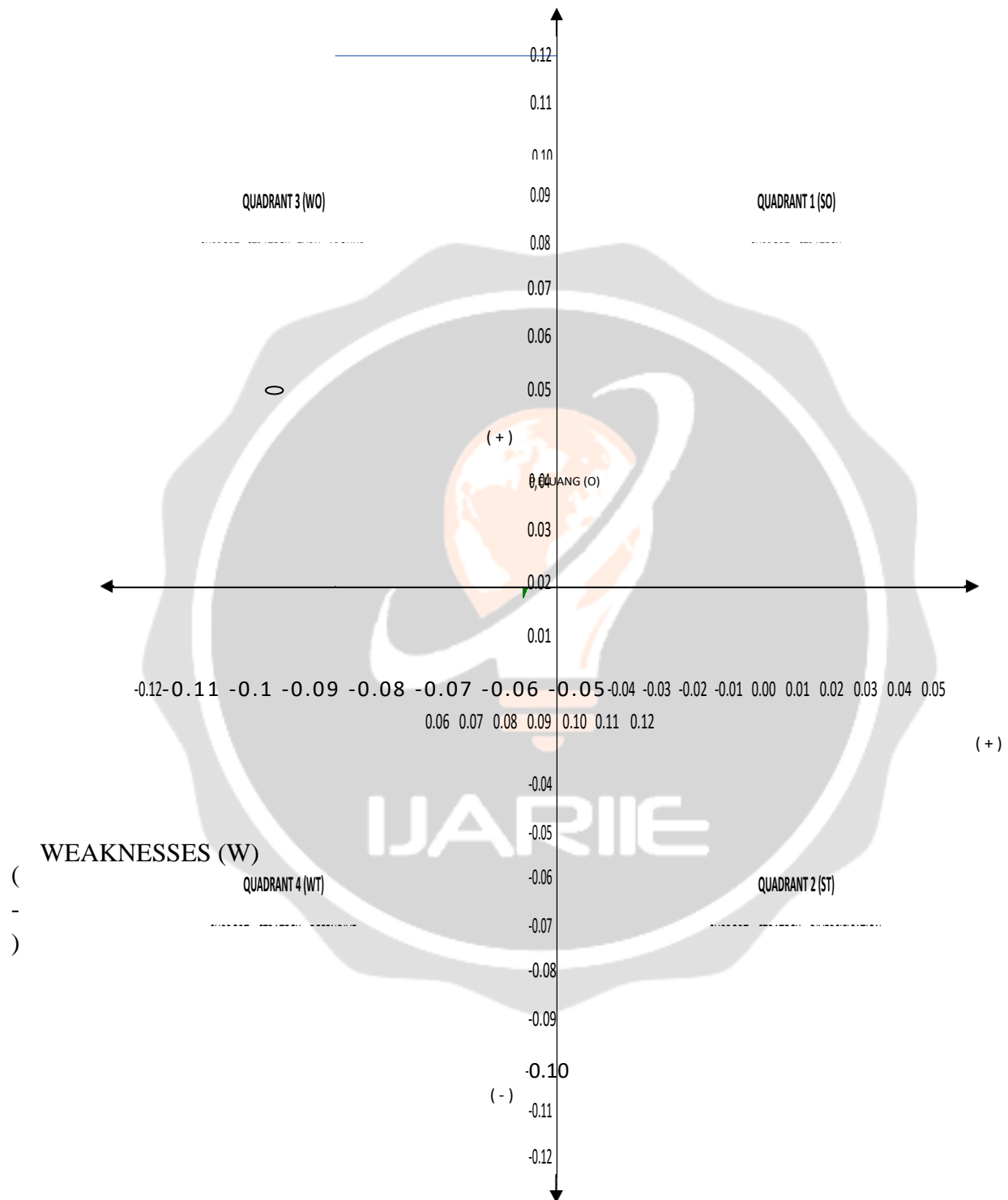
No	KEY FACTORS	MONITORING RESULTS	CHARACTERISTIC(A/P)	INFLUENCE		STRATEGY EFFECTIVENESS RATING ORGANIZATION TO RESPOND						SCORE (BobotxPoin)
				VALUE (1-5)	WEIGHT	OPPORTUNITY			THREAT			
						Low	Tall	Points	Low	Tall	Points	
						1	2		-2	-1		
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)
		Hospital location close to the community	P	4	0.05		V	2				0.11
		Google Reviews 5.0	A	5	0.07					V	-1	(0.07)
		It's like outside parties are demanding privileges in service	A	5	0.07					V	-1	(0.06)
4	Developmentt echnology	Technology development medical	P	5	0.07		V	2				0.14
		Partnership cooperation (medical devices, drug preparation,)	P	4	0.05		V	2				0.11

5	Competition	Other health facilities around the hospital	A	5	0.07				V		-2	(0.13)
		Class D Regional Hospital in the Regency Bandung	P	3	0.04	V		1				0.04
TOTAL				73	1.00						0.12	



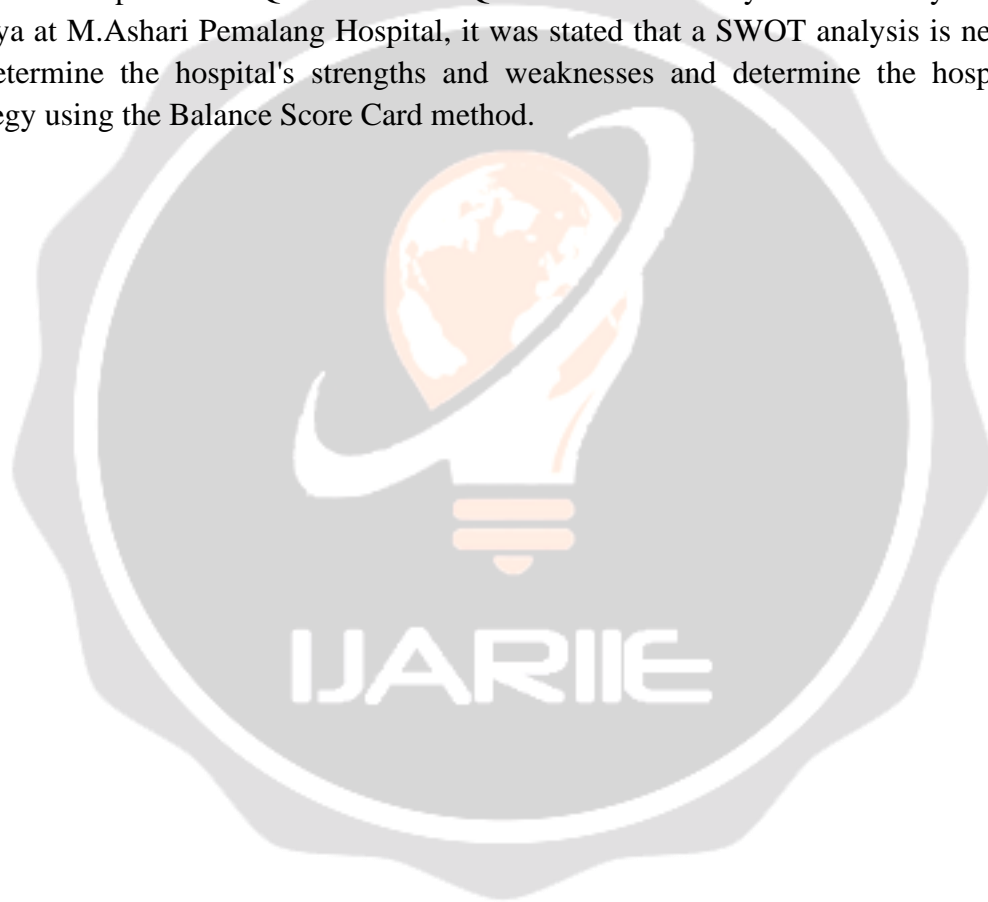






For RSUD Bedas Kertasari, the results of the SWOT analysis show that the internal position of the hospital is at -0.06 and the external position of the hospital is at $+0.12$. Thus, the position of RSUD in the SWOT analysis quadrant is in Quadrant III with a negative internal position and a positive external position. The existence of RSUD in Quadrant III means that RSUD needs to take a turn around strategy in developing its Hospital, because RSUD needs to fix the internal condition of the Hospital first in order to be able to take and optimize existing opportunities. The strategy that needs to be taken by RSUD Bedas Kertasari according to its position in the SWOT analysis quadrant is the Turn Around strategy.

The Turn Around Strategy by improving internal conditions to be able to take and optimize existing opportunities is expected to change the position of Bedas Kertasari Hospital from Quadrant III to Quadrant I. In a study conducted by Hening Soraya at M.Ashari Pematang Hospital, it was stated that a SWOT analysis is needed to determine the hospital's strengths and weaknesses and determine the hospital's strategy using the Balance Score Card method.



4.4.2.1 SWOT Matrix

Internal and External Factors

KEY FACTORS	STRENGTH(S)	WEAKNESS/ WEAKNESS (W)
--------------------	--------------------	-----------------------------------



Internal Factors	<ol style="list-style-type: none"> 1. Implementation of Minimum Service Standards (SPM) 2. There are already 7 specialist doctors 3. The patient service flow is in accordance with SOP 4. Major infrastructure is already available 5. Implementation IT in Service 6. SOPs are available in all service units 	<ol style="list-style-type: none"> 1. Income Not yet too significant 2. Community Receivables 3. Outpatient waiting times do not meet national quality standards 4. Slow support services 5. Part doctors specialist does not visit holidays 6. Not yet complete infrastructure for basic specialists 7. Cleanliness And The comfort of the hospital environment is not yet optimal 8. Electronic administration system Not yet comprehensive 9. Parking facilities are inadequate 10. Means building/room not adequate 11. lack of coordination between sectors 12. Service excellence not yet achieved 13. number and type of specialist doctors Not yet fulfilled 14. HR Capacity Budget is lacking
External Factors		

OPPORTUNITY UNITIES (O)	STRATEGY – SO	
------------------------------------	----------------------	--

<ol style="list-style-type: none"> 1. Government Support (grants) toolHealth) 2. Governme nt Support (budget) 3. Support from professional organizations powerHealth 4. Minister of Home Affairs Regulation no79/2018 5. The location of the hospital is close to center139 company activities 6. Development medical technology 7. Partnership cooperation (medical devices, drug supplies,) 8. There is datareference from 4nearest health center 	<p>Aggressive Expansion / Growth</p> <ol style="list-style-type: none"> 1) Development of outpatient polyclinics 2) Increased income through inpatient services, executive polyclinics 	<p><i>Turn Around</i></p> <ol style="list-style-type: none"> 1. quality control improvement cost control 2. DevelopmentQ uality of Human Resources 3. Development and Implementation of technology and information systems 4. developmentS ervice 5. Sarpas Development 6. Improved internal & external coordination
<p>THREATS (T)</p>	<p>STRATEGY – ST</p>	<p>STRATEGY – ST</p>
<ol style="list-style-type: none"> 1. Hospital purchasing power decreases 2. Inflation 3. BPJS Regulations Whichtie 4. Poverty, Unemployme nt and problemsocial 5. Road access to the hospital is inadequate 6. Google 	<p>Diversification</p> <ol style="list-style-type: none"> 1) Product/Busin ess Diversificatio n 2) Method Development Socialization/Promot ion 	<p>Defensive</p> <ol style="list-style-type: none"> 1) Business Downsizing 2) Acquisition/ Liquidation

<p>review 5.0</p>		
-------------------	--	--

Management Recommendations for BLUD Technical Requirements

Management Recommendations for the Development of Bedas Kertasari Hospital during the five-year Business Plan period can be carried out by referring to a combination of programs that have been prepared in accordance with the Hospital strategy that has been discussed previously. With the WO strategy, Bedas Kertasari Hospital needs to strengthen its internal side first to be able to optimize existing opportunities so that Bedas Kertasari Hospital can develop optimally. The programs that have been prepared are as follows.

- 1 Standard Inpatient Class Development Program (KRIS)
- 2 Service Development Program
- 3 4 Basic Services Patronage Program
- 4 Health Service Facilities and Infrastructure Development Program
- 5 Hospital Operational Cost Program
- 6 Publication and Public Relations Program
- 7 Regional Apparatus Planning, Budgeting and Performance Evaluation Program, Finance and Services
- 8 Human Resources Competency Improvement Program
- 9 SIMRS Development Program
- 10 Bedas Kertasari Hospital Facilities and Infrastructure Maintenance Program
- 11 Employee Recruitment Program
- 11Featured Program: Soul Service

5. CONCLUSION AND SUGGESTIONS

Conclusion

1. Analysis of the old Bedas Kertasari Regional Hospital Strategic Plan Document does not meet the standards according to Home Affairs Ministerial Regulation Number 79 of 2018 Articles 41 and 42, so it cannot be used to improve health services to the community.
2. The shortcomings of the old Strategic Plan Document compared to Permendagri 79 of 2018 are: 1) There is no Business Analysis Technique 2) There is no indicator of increasing public health service efforts that are measured by including the Public Satisfaction Survey and 3) There is no hospital income report.
3. The SWOT Analysis of the Hospital Based on the Balance Score Card Performance Indicator places the position of the Bedas Kertasari Hospital in Quadrant III with a negative internal position and a positive external position. Meanwhile, the SWOT Analysis of the Hospital Based on the Requirements towards BLUD (Substantive, technical, and administrative requirements) have been met.
4. The Strategic Plan of Bedas Kertasari Regional Hospital Based on the SWOT Analysis which is in Quadrant III is the Turn Around Strategy in developing the hospital, so it is necessary to improve the internal conditions of the Hospital first in order to be able to take and optimize existing opportunities.
5. Management recommendations for the results of the Strategic Plan based on the SWOT analysis broadly include 4 items, namely Improving Cost Control (increasing revenue), developing HR quality, Developing and implementing Technology and Information Systems, Developing Services and translated into 10 Strategic programs for 2023-2027.

SUGGESTION

1. The preparation of the Bedas Kertasari Regional Hospital Strategic Plan Document may change if there are changes in regulations and legislation.
2. The Public Satisfaction Survey Report, as a form of document on health services to the community, as well as financial reports, must always be evaluated every semester.
3. Conducting outreach to all Bedas Kertasari Hospital employees regarding the creation of a Bedas Kertasari Hospital SWOT Analysis,
4. The Bedas Kertasari Regional Hospital Strategic Plan is communicated and aligned with the Bandung Regency Health Service RPJMD and related parties.
5. Eleven Strategic Programs Recommended by Management based on the Strategic Plan resulting from the SWOT Analysis are implemented simultaneously by taking into account budget availability.

REFERENCES

- [1] Adesta Cahya, Lindawati K, Siti Rohmawati. (2020). Organizational Performance Evaluation using Balance Score Card. Bogor Agricultural Institute
- [2]. Agustina, D., LN, Nasution, EM, & Deliana. (2023). Strategy for Improving the Quality of Hospital Services. *Journal of Health Science Research Innovation*, 64-70.
- [3] Allison, Graham, J. Kaye, (2005), *Public and Private Organizational Strategies*, Oxford University Press
- [4]. Ariyani, A. (2021). Study of Financial Independence of Regional Public Service Agencies. *Journal of Regional Economic & Financial Studies*, 88-107.
- [5] National Professional Certification Agency. (2019, January 15). BIMTEK RSUD and Puskesmas. Retrieved from Implementation of Hospital Management System: <https://www.bppkpd.id/manajemen-mutu-rumah-sakit/>
- [6] Bakry, US (2016). *International Relations Research Methods*. Yogyakarta: Pustaka Pelajar.
- [7]. Bradford, Robert W., Duncan, Peter J., Tarcy, Brian, (2004). *Simplified Strategic Planning: A No-Nonsense Guide for Busy People Who Want Results Fast!*, [Online] Available: <http://www.QuickMBA.com/Strategy/SWOTAnalysis>. Chandler House Press
- [8] West Java Health Service. (2022, July 12). BLUD is Addressed as an Effort to Improve Public Services. Retrieved from West Java Health Service: https://diskes.jabarprov.go.id/informationpublik/detail_berita/
- [9]. Ema Handayani & Adang Bachtiar (2021). *SWOT Analysis of Sawah Besar Regional Hospital as a Type D Hospital in DKI Jakarta Province*; University of Indonesia.
- [10]. Gerardin & Reny Nugraheni. (2022) *Strategic planning based on SWOT analysis of the Ngletih Kediri Community Health Center*. IIBhakti Wiyata Kediri.
- [11]. Griffin, D. J. (2010). *Hospitals what they are and how they work*. Los Angeles: Adventure book press.
- [12]. Haryoso, AA, & Ayuningtyas2, D. (2019). Strategy for Improving Quality and Patient Safety at the Seribu Islands Regional General Hospital 2019 – 2023. *ARSI Journal*, 115-128.
- [13]. Irman, A., & Lena, D. (2017). *Hospital Health Quality Management*. Jakarta: Ministry of Health of the Republic of Indonesia.

- [14]. Kaplan, R. P. Norton, (1996), *Balanced Scorecard, a strategic performance measurement tool that integrates financial and non-financial metrics to provide a comprehensive view of organizational performance*, Harvard Business Review Press
- [15]. Ministry of Health of the Republic of Indonesia. (2014). *Guidebook for Efforts to Improve the Quality of Hospital Services*. Jakarta: Ministry of Health of the Republic of Indonesia.
- [16]. Ministry of Health of the Republic of Indonesia. (2014). *The Right to Health for Individuals in a Country*. Jakarta: Ministry of Health of the Republic of Indonesia.
- [17]. Ministry of Health of the Republic of Indonesia. (2020). *Action Plan for Activities of the Directorate of Quality and Health Services 2020-2024*. Jakarta: Directorate of Quality and Accreditation of Health Services of the Republic of Indonesia.
- [18]. Lovita Sri Wirdayeni, Zulpa Adila, Suharno Pawirosumarto (2020). *SWOT Analysis as a Business Strategy in Facing Competition in Health Service Providers (Study of Dr. M. Djamil Padang Central General Hospital) Faculty of Economics and Business, Putra Indonesia University YPTK Padang*
- [19]. Liebler, J. G., & McConnell, C. R. (2010). *Management Principles for health professionals*. English: Jones & Bartlett Learning press.
- [20]. Longest, B.B., Rakich, J.S., & Darr, K. (2010). *Managing Health Services Organizations and Systems*. University of Minnesota: Health Professions Press.
- [21]. Mahfudhoh, & Muslimin, I. (2020). *The Influence of Service Quality on Patient Satisfaction at the Cilegon City Regional General Hospital*. *Scientific Journal of Health Management*, 39-47.
- [22]. Muhardi, Hendarta.A, Chan.S, Kristiaji J.(2020). *Strategic Management. Hospital Business Strategy Plan*. Refika Aditama
- [24]. Mujiyani.(2023). *Implementation of Strategic Planning with SWOT Analysis at Hospital X in Bekasi*. Guna Dharma University
- [25]. Badas Kertasari Regional Hospital. (2023). *Profile of Badas Kertasari Regional Hospital*. Bandung: Badas Kertasari Regional Hospital.
- [26]. Badas Kertasari Regional Hospital. (2023). *Strategic Plan of Badas Kertasari Regional Hospital 2023-2026*. Bandung: Badas Kertasari Regional Hospital
- [27]. Setyawan, FE, & Supriyanto, S. (2019). *Hospital Management*. Sidoarjo: Zifatama Jawa.

- [28]. Slamet, A., & Supeno, B. (2022). Analysis of compliance with Blud financial management and the level of independence of Puri Husada Tembilahan Regional Hospital in 2015-2019. *Scientific Journal of Accounting and Finance*, 2473-2482.
- [29]. Suparmono & Nurhidayah.(2024).Implementation of Balance Score Card in Preparing Business Strategy Plan of X Magelang Mental Hospital. *Journal*
- [30]. Law of the Republic of Indonesia. (2004). Law of the Republic of Indonesia. Indonesia: Indonesia.

