

# FEASIBILITY STUDY OF UPGRADING OUTPATIENT CLINIC TO INPATIENT CLINIC (Case Study at Dr. Luvita's Clinic in Sadananya District, Ciamis Regency)

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## ABSTRACT

*This study was motivated by the large number of outpatients and the number of observation patients each month. so based on this, it is necessary to conduct an analysis/feasibility study of upgrading outpatient to inpatient care reviewed from various aspects so that it can provide input to the owner of the dr. Luvita Outpatient Clinic so that in its operation later, the dr. Luvita outpatient clinic can run well and can provide benefits not only socially but also business-wise. The purpose of this study is to determine the feasibility of upgrading the outpatient clinic to inpatient care at the dr. Luvita Clinic in Sadananya District, Ciamis Regency. This study uses a descriptive method that aims to obtain a description of the Feasibility of Upgrading the Outpatient Clinic to Inpatient Care at the dr. Luvita Clinic in Sadananya District, Ciamis Regency. Based on the results of the study, it is known that the dr. Luvita Clinic in Sadananya District, Ciamis Regency, is located in a strategic position and far from inpatient health services in Ciamis Regency, so that the existence of an inpatient clinic will greatly facilitate access for people who need inpatient services. In addition, in terms of marketing management, operations management, human resource management (HR), legal/legal aspects, environmental protection and management aspects, and financial management, it shows that it is feasible to be improved. In addition, based on the results of the internal SWOT analysis of the dr. Luvita Clinic, the existence of advantages, weaknesses, opportunities, and threats, it is stated that the dr. Luvita Clinic has many advantages and opportunities compared to threats and challenges. Thus, the dr. Luvita Clinic is declared feasible to be established. Therefore, the dr. Luvita Clinic needs to improve the quality of service from outpatient to inpatient by completing all aspects of service, both from infrastructure and existing resources and management so that the services provided meet inpatient service standards.*

**Keywords :** Feasibility, Improving Outpatient Clinics to Inpatient.

## 1. Introduction

Primary Clinic is divided into inpatient and non-inpatient (outpatient) clinics, where basic medical services are carried out by at least 2 doctors and/or dentists according to the Regulation of the Minister of Health of the Republic of Indonesia No. 9 of 2014. The dr. Luvita Outpatient Primary Clinic, which has been operating since 2020 in Sadananya District, Ciamis, with operational permit No. 503.65/107/Klinik/DPMPTSP.03/Cms/VII/2020, provides various basic medical services including emergency services, general health, dental and oral health, KIA-KB, minor surgery, circumcision, ultrasound, pharmacy, and laboratory. This clinic serves general and BPJS patients with the number of BPJS participants reaching 550 participants and a significant total of 27,978 patient visits in 2023. The main problem underlying this research is the limited access of the Sadananya District community to inpatient health facilities. Sadananya District, which consists of 8 villages, 55 RW, and 222 RT, does not have inpatient facilities, while the nearest inpatient facilities are quite far away. Ciamis Regional Public Hospital (Class C Hospital) is 10 km away, Dadi Keluarga Hospital (Class C Hospital) is 12 km away, AL-Arif Hospital (Class C Hospital) is 9.9 km away, Permata Bunda Hospital (Class D Hospital) is 10 km away, and Al-Amin Main Inpatient Clinic is 9 km from the district center. The distance from the center of Sadananya District to Ciamis

Regency itself reaches 16 kilometers. The limited public transportation, especially after 15.00 WIB, makes it even more difficult for the community to access these inpatient facilities, requiring them to use motorcycle taxis or rent vehicles.

Based on these problems, the author is interested in conducting a feasibility study on upgrading outpatient care to inpatient care considering the large number of outpatients and the number of observation patients each month. So based on this, it is necessary to conduct an analysis/feasibility study on upgrading outpatient care to inpatient care reviewed from various aspects so that it can provide input to the owner of the Dr. Luvita Outpatient Clinic so that in its operation later, the Dr. Luvita outpatient clinic can run well and can provide benefits not only socially but also business-wise.

### 1.1 Problem Identification

Based on the background of the problem that has been described above, the following problems can be identified:

1. What is the general description of the dr. Luvita Outpatient Clinic in Sadananya District, Ciamis Regency?
2. How is the feasibility of upgrading the outpatient primary clinic to an inpatient primary clinic at the Dr. Luvita Clinic in Sadananya District, Ciamis Regency, reviewed from the aspects of marketing management, operations management, human resource management (HRD), legality/legal aspects, environmental protection and management aspects, and financial management aspects?
3. What are the results of the SWOT analysis at the Dr. Luvita Outpatient Clinic in Sadananya District, Ciamis Regency?
4. What is the strategy for upgrading outpatient clinics to inpatient clinics?

### 1.2 Research Objectives

The objectives to be achieved in this research are:

1. Making an overview of the dr. Luvita Outpatient Primary Clinic in Sadananya District, Ciamis Regency.
2. Conducting an assessment of the feasibility of upgrading the outpatient primary clinic to an inpatient primary clinic at the Dr. Luvita Clinic in Sadananya District, Ciamis Regency, reviewed from the aspects of marketing management, operational management, human resource (HR) management, legality/legal aspects, environmental protection and management aspects, and financial management aspects.
3. Conducting a SWOT analysis at the dr. Luvita Outpatient Clinic in Sadananya District, Ciamis Regency.
4. Develop a strategy to improve outpatient primary clinics to inpatient primary clinics.

## 2. LITERATURE REVIEW

### 2.1 Strategic Management

According to Susanto (2014:2) strategic management is a process to determine the direction and goals of an organization in the long term along with the selection of methods to achieve them through the development of strategy formulations and systematically planned implementation. The term strategic management comes from two words, namely "management" and "strategy". While the word strategic is an adjective from the word strategy. In the sense of a company (corporation), management is an individual or group of people who are responsible for analyzing and achieving organizational goals. As a group of functions, management includes the functions of planning, organizing, implementing (actuating), and supervising (controlling).

The word strategy is defined as decisions and actions to achieve company goals at every level of the organization. The adjective "strategic" is associated with the terms "high-level," "high-impact," and "long-term," plus a spirit of not being dictated by circumstances. There are several reasons why strategic management plays an important role, namely;

- a. Strategic management helps us deal with uncertainty through a systematic approach,
- b. Strategic management aligns goals between units within the organization,
- c. Strategic management improves the role of each member of the organization,
- d. Strategic management trains the application of culture and leadership, and
- e. Strategic management becomes a means of long-term communication and reference for the board of directors.

Strategic management consists of two elements, namely strategy formulation and strategy implementation. In strategy formulation, the organization determines the vision and mission, strategic direction, strategy, and goals. While in strategy implementation, the structure, human resources, and organizational systems are determined, all of which must be supported by appropriate leadership and culture. It can be concluded that strategic management involves the process of planning, directing, organizing, and controlling the company related to decisions and actions related to strategy.

## 2.2 Feasibility Study

Feasibility study is a consideration in making a decision, whether to accept or reject a planned business/project idea. The definition of feasible here is the possibility of a business/project idea that will be implemented to provide benefits both in terms of financial benefits and in terms of social benefits. The feasibility of a business/project idea in terms of social benefits does not always describe feasibility in terms of financial benefits, this depends on the assessment carried out.

A business feasibility study (SKB) is an activity that studies in depth a business or business that will be run, in order to determine whether or not the business is feasible to be carried out. A feasibility study is a consideration in making a decision, whether to accept or reject a planned business/project idea. The definition of feasible here is the possibility of a business/project idea that will be implemented providing benefits both in terms of financial benefits and in terms of social benefits. The feasibility of a business/project idea in terms of social benefits does not always describe feasibility in terms of financial benefits, this depends on the assessment carried out (Yacob Ibrahim, 2013:1).

### 2.2 Feasibility Study Stages

The implementation of the Feasibility Study preparation according to its scope will be carried out in a gradual process or steps, the stages of which are as follows:

1. Preparation
2. Data compilation
3. Primary data collection
4. Secondary data collection
5. Situation analysis
6. Trend
7. External aspects
8. Internal aspects
9. Demand analysis
10. Eligibility aspects
11. Means
12. Class classification
13. Bed capacity
14. Type of service
15. Featured product
16. Needs analysis
17. Development plan
18. Land requirements
19. Medical space requirements
20. Medical and non-medical equipment
21. HR
22. Organization and job description
23. Financial analysis
24. Investment plans and sources of funds
25. Revenue and expense projections
26. Case flow projection
27. Financial analysis
28. Conclusions and feasibility recommendations

Source: Ministry of Health of the Republic of Indonesia. Guidelines for Preparing Feasibility Studies for Clinics. Jakarta: Directorate of Medical Support Services and Health Facilities 2012. and Regulation of the Minister of Health of the Republic of Indonesia Number 59 of 2014 concerning Standard Tariffs for Health Services in the Implementation of Health Insurance Programs, (2014).

### 2.2 Clinic

Based on the Regulation of the Minister of Health of the Republic of Indonesia Number 9 of 2014 concerning clinics, a clinic is a health service facility that organizes individual health services that provide basic and/or specialist medical services. Based on the type of service, clinics are divided into Primary Clinics and Main Clinics. Clinics can be owned by the Government, Regional Government, or the community. Primary Clinics are clinics that organize basic medical services, while Main Clinics are clinics that organize specialist medical services or basic and specialist medical services.

Definition of Clinic (Ahman, 2007) is one form of service company that provides health services. Service companies whose main activities provide services or sell services with the aim of seeking profit. A clinic is a health service facility that provides individual

health services that provide basic and/or specialist medical services. A clinic is a health service that provides individual health services that are promotive, preventive, curative and rehabilitative. Clinics can be implemented in the form of outpatient care, inpatient care, one-day care and/or home care. Clinics can be owned by the Government, Regional Government, or the community. Clinics owned by the community that provide outpatient care can be established by individuals or business entities (Minister of Health Regulation No. 9 of 2014).

### 3. RESEARCH METHODS

The method used in this study is the mixed methods method. The mixed methods research method is a research method that combines quantitative methods with qualitative methods to be used together in a research activity, so that more comprehensive, valid, reliable and objective data are obtained (Sugiyono 2014:475). Mixed Methods Research is a new approach in research, although some researchers state that this research method is not a new approach in research. This is because many researchers have collected quantitative and qualitative data together in the same study. However, to include the form of data from both research results, especially in terms of design and research methodology, is different and this is something new in this mixed research method.

### 4. RESEARCH RESULTS AND DISCUSSION

#### 4.1 General Description of Dr. Luvita's Clinic in Sadananya District, Ciamis Regency

Based on the position map that has been made in the previous sub-chapter, it can be seen that Dr. Luvita's clinic is one of the clinics in Sadananya District which was established with the aim of providing health services to the people of Sadananya District. In this case, the existence of Dr. Luvita's clinic is very strategic considering that it is far from other health services that provide inpatient services, both clinics and hospitals.

The existence of Dr. Luvita Clinic when compared to public facilities for inpatient health services in Ciamis Regency which are usually accessed by the community in Sadananya District, namely the first is Ciamis Regency Hospital with a type of clinic, namely type C, which is +10 km away. Second, Dr. Dadi Keluarga Clinic is a type C clinic with a distance of +12 km. Third, AL-Arif Clinic which is a type D clinic with a distance of +9.9 km. Fourth, Permata Bunda Hospital which is a type D clinic with a distance of +10 km. And the latest that can be accessed by the community is the Al-Amin Main Clinic which is +9 km away.

In addition, the needs of the Sadananya District community with such a large population and very minimal access to health services and vehicles to access health services are also very lacking, especially at night, are another consideration that the dr. Luvita Clinic was changed from outpatient to inpatient care is appropriate.

#### 4.2 Feasibility study of upgrading the outpatient primary clinic to an inpatient primary clinic at the Dr. Luvita Clinic in the District.

The Ciamis Regency's Sadananya is reviewed from the aspects of marketing management, operations management, human resource management (HR), legality/law, environmental protection and management, and financial management.

Based on the results of the study on the feasibility study of upgrading the outpatient primary clinic to an inpatient primary clinic at the Dr. Luvita Clinic in Sadananya District, Ciamis Regency, reviewed from the aspects of marketing management, operations management, human resource management (HR), legality/law, environmental protection and management, and financial management, it can be seen that:

##### 1. Marketing Management

Marketing management is an activity that is planned and carried out by the company. Planning requires the right strategy and expertise to determine the plan. Based on the results of the study, it is known that the marketing management carried out by the dr. Luvita clinic is to explore market segmentation. The results of the analysis show that the market segmentation that is the reach of the dr. Luvita clinic is very broad and covers all ages in the Sadananya sub-district. So it is very possible and feasible if this clinic is upgraded from being an outpatient to an inpatient. In addition to market segmentation, the dr. Luvita clinic also considers the target market, where the most common target market for the dr. Luvita outpatient clinic is productive age or adult patients. Patients in this age group usually spend more time outside the home and need fast and efficient health services. Moreover, patients in this group tend to have the ability to pay the desired health service rates. Based on population data, almost 73% of the Sadananya Sub-district community is of productive age, meaning that the target market targeted by the clinic has been achieved, with the achievement of the target market target of adults.

Other target groups are groups of children and elderly patients, who require the arts in providing health services, such as midwives and nurses to provide services to pregnant women who require ANC services and other obstetric check-ups and to bring their babies for immunization and circumcision.

Judging from the demographic conditions of the community, the existence of the dr Lucita clinic is worthy of providing inpatient services because there is an imbalance between the need for health services when compared to the existence of health facilities in Sadananya District. It should be noted that Sadananya is one of the 26 districts in Ciamis Regency. Administratively, the working area of Sadananya District consists of 1 district, 8 villages/sub-districts, 55 RW and 222 RT. Thus, the needs of the community, of course the existence of a close and complete inpatient clinic is the hope of the entire community in Sadannya District, considering the number of health facilities that are currently in the working area of Sadananya District, UPTD Sadananya Health Center (Outpatient), Assistant Health Center, Independent Practicing Doctors, Outpatient Primary Clinics, outpatient primary clinics and independent practicing midwives. Thus, the existence of a health clinic that provides this care is very much needed.

Based on the description above, based on marketing management, Dr. Luvita's clinic is the only clinic that provides outpatient services and is eligible to provide inpatient care due to the number of people who do not correspond to the existence of inpatient health services.

## 2. Human Resource Management (HRM)

Human resource management is a process of handling various problems in the scope of employees, workers, laborers, managers and other workers to be able to support the activities of an organization or company in order to achieve predetermined goals.

**Table 1 Human Resource Management**

No	Type of Power	Minimum conditions expected according to PMK 43 2019	Conditions present in the clinic	Recruitment Plan
Health workers				
1.	Physicians and/or primary care physicians	2	2	-
2.	Dentist	1	1	-
3.	Nurse	8	4	4
4.	Midwife	7	1	6
5.	Health Promotion and Behavioral Sciences	1	0	1
6.	Environmental Sanitation Workforce	1	0	1
7.	Nutritionist	1	1	-
8.	Pharmacist staff and/or pharmaceutical technical staff	1	3	-
9.	Medical laboratory technologist	1	1	-
Non-health workers				
10.	Health information system personnel	1		
11.	Financial Administration Staff	1	1	-
12.	Administrative Staff			
13.	Worker	1	1	-

Source: Processed data, 2022

Based on the research results, it is known that Dr. Luvita's clinic has health workers such as doctors, nurses, midwives, health promotion and behavioral science personnel, environmental sanitation personnel, nutritionists, pharmacists and pharmaceutical engineering personnel, medical laboratory technology experts. In addition to health workers, it is also known that Dr. Luvita's clinic has non-health workers such as health information system personnel, financial administration personnel, secretarial personnel and workers. Thus, based on the analysis, Dr. Luvita's clinic requires additional personnel to meet the minimum standards set, namely 4 nurses, 1 midwife and 1 health promotion and behavioral science personnel.

## 3. Legalitylaw

In terms of legality, Dr. Luvita's clinic has complete licensing documents consisting of:

- 1) The Operational Permit for the Primary Clinic is in the form of the Decree of the Regent of Ciamis Mo.or 503.65/107/Klinik/SPMPISP.03/CMS/vii/2003
- 2) IMB: Decree of the Head of the Investment and Integrated One-Stop Service Office of Ciamis Regency, Number 503.3/06/DPMPSTP.03/2019 concerning Building Permits

- 3) PLN Operational Certificate: Other operational certificates. Certificate No.Igrt.405.7.3205.jEBW.18
- 4) Bacteriological examination results of Water. Sender. Mrs. Runyati (UPTD Sadananya Health Center)
- 5) Proof of SPPL registration: Statement of commitment to environmental management and monitoring (SPPL) No. 660.1/19/DPRKPLH/2018
- 6) The operating permit determines the use of the land. The affairs of the head of the investment and service department are numbered: 5032/05/SPMPTSP.03/2019.padu one door.
- 7) Department of Transportation: Technical recommendations for traffic management and engineering for the construction of the Dr. Luvita inpatient clinic
- 8) Decree of the Foundation. Decree of the Minister of Law and Human Rights Number. AHU- 0013523. AH.0104. YEAR 2019. concerning the ratification of the establishment of the legal entity of the AITHAYA foundation
- 9) Risk-based business permit. Risk-based business permit, business parent number 1101240021117.

#### 4. Supervision

Supervision includes all activities intended to direct and ensure that various activities that have been and are being carried out are in accordance with what has been planned. One of the things that must be checked is whether the goods or services made have met the requirements that have been set out in the planning. This is done through inspection. If deviations have occurred, adjustments must be made. If the requirements have been met, the next activity can be carried out. This monitoring activity can be successful and useful if it is assisted by good information feedback, the purpose of which is to help find the source of the problem and formulate the necessary corrective actions.

The operations management discussed in this study is a design for production/services to run well, with a focus on Patient Registration at the Clinic, Health Workforce Management Process, Information on the availability of Health Services, Controlling the Production/Service Process Running Well, Ensuring the service process runs well, Information on Types of Health Services, and Information on Health Service Prices. The second discussion concerns the Patient Service Transaction Process, and types of clinic operations.

#### 5. Environmental protection and management

Environmental Protection and Management Management is a prerequisite that must be met by companies, especially those engaged in health services. Because whether it is recognized or not, health services have a lot of health waste that can damage the environment, especially public health. For that reason, a clinic can have an operating permit if it has an Environmental Management Statement (SPPL).

SPPL is a statement of commitment from the person responsible for the business and/or activity to carry out environmental management and monitoring.

impacts generated by the business and/or activities. The business and/or activities in question include all types of activities that have the potential to change environmental conditions and have an impact on the surrounding ecosystem. This document is mandatory for activities that are not included in the AMDAL or UKL-UPL categories. This means that the SPPL is intended for small activities such as doctor's practices, restaurants, warehouses, minimarkets, and others, which although they produce waste, do not have a significant impact on the environment.

In addition to being a form of commitment from the party responsible for a business or activity to manage and monitor the resulting environmental impacts, SPPL also functions as a recommendation required in the business licensing process around the area of the activity. For every business or activity that is not required to complete UKL-UPL, SPPL is the main requirement integrated into the Business Identification Number (NIB).

Pituku is an integrated waste management company that has been registered and has obtained a permit from the Ministry of Environment and Forestry (KLHK) to handle 187 waste codes. As the requirements for current clinic permits, an Environmental document / Environmental Permit is required in accordance with the provisions of laws and regulations, namely in the form of an SPPL equipped with a Solid and Liquid Medical Waste Management Cooperation Agreement with another party that already has a Waste Management Permit from the Ministry of Environment. Clinics can make Pituku a waste management vendor, so that clinics can apply for a Practice Permit (SIP).

We understand that choosing a medical B3 waste management vendor is not easy, especially for health facilities or small-scale B3 waste generators. We also understand that you need a B3 vendor for licensing as well as helping you manage small-scale B3 waste with high flexibility and transparency. Therefore, Pituku presents MediGreen services for clinics, clinics, veterinarians, dentists, midwives, labs, and acupuncture.

In the context of clinic operational permits, the existence of environmental documents or environmental permits is crucial in accordance with the provisions of laws and regulations. SPPL is an integral part of this requirement, which must be accompanied by a Solid and Liquid Medical Waste Management Cooperation Agreement with other parties who have obtained a Waste Management Permit from the Ministry of Environment. This is an important foundation to ensure that clinics not only comply with legal provisions, but also carry out environmental management responsibly.

6. Financial management

Financial management is very important to analyze to determine whether or not Dr. Luvita's clinic is feasible to provide inpatient care. The financial analysis provides an overview of the planned use of available budget resources, so that the level of return on the costs to be invested can be determined.

Based on the results of the financial analysis that has been done, it was found that Dr. Luvita's clinic is worthy of improving the quality of its services from outpatient to inpatient both in terms of Break Event Point (BEP), Payback Period, and Net Present Value (NPV).

More details regarding the results of the feasibility study analysis are shown in the recapitulation of the results in the following table.

**Table 2 Summary of the results of the feasibility study analysis of outpatient care to inpatient care**

No.	Description	Worthy	Not feasible
1.	marketing Management,	V	
2..	operations management,	V	
3.	management source Powerhuman (HR),	V	
4.	legality/law	V	
5	Environmental protection and management,	V	
6	financial management	V	

**4.3 SWOT Analysis at Dr. Luvita Clinic**

Based on the results of the SWOT analysis conducted on the dr. Luvita Clinic, it is known that the dr. Luvita Clinic has advantages such as trained medical personnel and continues to follow the latest developments in the health sector. The dr. Luvita Clinic also provides extensive services ranging from general health checks, dental and oral health checks, emergency patient services, KIA-KB patient services and USG antenatal care, laboratory, pharmacy, consultation, circumcision. Meanwhile, the weaknesses of the dr. Luvita Clinic are: lack of promotion. Most patients who come to our clinic usually come from recommendations from friends or family or even health center patients. We must increase marketing efforts to reach more potential patients.

The challenges faced by dr. Lubita's clinic are the tight competition with other clinics in our area. We must always find ways to differentiate ourselves and offer better services in order to continue to be the main choice for patients. Another threat/challenge is changes in regulations or requirements in healthcare providers, and the current opportunity, there are many patients who are looking for better healthcare services. With the increasing public awareness of health, this is an important opportunity for our clinic to attract more patients. In addition, we can also expand our range of services and offer a complete range of services according to patient needs at an affordable price.

Based on the results of the analysis, there are 4 alternative strategic priorities that can be used, namely SO (strength-opportunities), WO (weakness-opportunities), ST (strength-threats) and WT (weakness-threats) strategies. These can be explained as follows:

**a.SO Strategy**

- 1) Building strong communication to expand marketing areas with patients. (S4, S5, O1, O2, O3). Dr. Luvita's clinic can build communication with patients to further expand marketing.
- 2) Maintaining trust and establishing active communication with patients. (S2, S5, O5). Every patient who seeks treatment at Dr. Luvita's Clinic always receives good attention, in the form of quality service and active communication.

**b.ST Strategy**

- 1) Approaching the government with an effort to find solutions to existing regulatory problems. (S1,T4).
- 2) Approaching the government to find a solution to the problems faced by the Dr. Luvita Clinic, which is a health graduate in question.

**c.WO Strategy**

- 1) Organizational restructuring by adding a marketing field. (W3, O1, O2, O3, O4, O5, O6). With the marketing field, it will certainly be easier to determine marketing strategies that are in accordance with conditions and developments in the era.
- 2) Trying to have a business location on the main road. (W2, O1, O5, O6). With a business location on the main road, it is easier for patients to seek treatment and expands marketing because it is always passed by the general public.

**d.WT Strategy**

- 1) Adding manpower resources (W1,T2). Because every day there are always many patients seeking treatment,

- 2) Operational cost efficiency without reducing the quality of service. (W4, T1, T2). With high operational costs, it will certainly affect the price of therapy services. Operational cost efficiency is very necessary so that the price of services can be further reduced, of course it will also be more attractive to prospective patients but does not reduce the quality of service.

#### 4.4 Analysis of Outpatient to Inpatient Improvement Strategy

The strategy implemented by Dr. Luvita's clinic to improve the quality of outpatient care to inpatient care is a service strategy with the following steps.

##### 1. Providing inpatient rooms

In order to provide services that were previously only outpatient to inpatient, the clinic management changed the clinic layout that only accepts outpatient by adding and relocating empty land to build adequate inpatient rooms by creating inpatient rooms for patients with each room filled with two patient beds.

As stipulated in the Minister of Health Regulation, an outpatient clinic can change its function to inpatient with the requirement of having an inpatient room with a minimum of 10 patient beds. This has been implemented by Dr. Luvita's clinic by creating 5 patient rooms with 2 beds in each room.

##### 2. Increase Tangible

Judging from the appearance of medical personnel and employees, it is in accordance with the established appearance standards. On the other hand, in terms of convenience, the service flow implemented at the Dr. Luvita Clinic is easy to follow. In terms of comfort, the Dr. Luvita Clinic is comfortable, such as ample parking, the availability of toilets and clean water, and so on. However, there are also shortcomings that are still being noted, such as the lack of seats for patients waiting near the pharmacy counter and the lack of shade in the clinic yard, so that additional units are needed so that patients who receive services can be more comfortable waiting.

##### 3. Reliability

In terms of reliability, in general the level of reliability of the skills and abilities of medical personnel and employees at the Dr. Luvita Clinic is good. This is also proven by patient testimonials stating that the diligence of medical personnel and employees has been adequate. However, in terms of the efforts of the Dr. Luvita Clinic to improve the quality of human resources through participation in seminars or workshops, it was found that not all employees or medical personnel have the same opportunity to deepen their knowledge and insight, so that equal learning opportunities are needed for medical personnel and employees in order to improve their knowledge and insight.

##### 4. Responsiveness

In the responsiveness indicator, the aspects of speed, accuracy, and precision have been maximized by the dr. Luvita Clinic, both from medical personnel and employees. This is proven by the positive response from patients who stated that the dr. Luvita Clinic has good responsiveness. In addition, in terms of organizational culture at the dr. Luvita Clinic, there is a strong sense of family so that teamwork between officers is good and optimal.

##### 5. Assurance

Judging from the assurance indicators consisting of punctuality and cost, in terms of cost accuracy, it can be concluded that the implementation of public services at the dr. Luvita Clinic is in accordance with the procedure. In terms of cost accuracy assurance, so far it has been implemented well and there have been no problems, both for BPJS, TNI, and general patients. However, when viewed from the guarantee of timeliness, so far there have been no indicators and guarantees that can be provided by the dr. Luvita Clinic because the length of a service depends on several situations and conditions, one of which is the density of the patient queue.

##### 6. Empathy

Judging from the empathy indicator, the implementation of public services at the dr. Luvita Clinic, in general, has been very good. This is proven by the testimony given by the informant, that all officers have shown strong empathy through friendly, polite, and non-discriminatory attitudes towards patients and clinic visitors. This is proven by patient satisfaction who think that they have been served in a friendly, polite, and non-discriminatory manner.

## 5. Conclusion

Based on the research results and discussion, it can be concluded that:

- Based on the results of the general description of the Dr. Luvita Clinic in Sadananya District, Ciamis Regency, it is known that the Dr. Luvita Clinic is located in a strategic position and far from the inpatient health services in Ciamis Regency, so that with the inpatient clinic that will be implemented by the Dr. Luvita Clinic, it will greatly increase access for people who need inpatient services. Thus, based on the position map aspect, the existence of the Dr. Luvita Inpatient Primary Clinic is feasible to be established.
- Based on the results of the feasibility study analysis of upgrading the Outpatient Primary Clinic to an Inpatient Primary Clinic at the Dr. Luvita Clinic in Sadananya District, Ciamis Regency, reviewed from the aspects of marketing management, operations management, human resource management (HR), legality/law aspects, environmental protection and management aspects, and financial management, it shows that it is feasible to be upgraded, because it has met all the elements of feasibility that are used as



- a benchmark for the feasibility of the clinic's status from outpatient to inpatient.
- c. Based on the results of the internal SWOT analysis of Dr. Luvita Clinic, the existence of advantages, weaknesses, opportunities, and threats, it is stated that Dr. Luvita Clinic has many advantages and opportunities compared to threats and challenges. Thus, Dr. Luvita Clinic is declared feasible to be established.
  - d. The strategy implemented by Dr. Luvita Clinic to improve the quality of service from outpatient to inpatient is a service strategy where the clinic completes all aspects of service, both in terms of facilities and infrastructure, as well as existing resources and management so that the services provided meet inpatient service standards.

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