

Analisis Perencanaan Strategis Rumah Sakit Kambang Jambi Tahun 2021-2025

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Abstrak

Rumah Sakit Kambang Jambi merupakan rumah sakit swasta tipe C di kota Jambi yang telah berdiri sejak tahun 2010. Sebagai upaya mengefektifkan pelayanan di tengah tingginya persaingan, RS Kambang hendaknya memiliki suatu rencana strategis (renstra) yang tepat dan cermat. Penelitian ini bertujuan untuk mengidentifikasi faktor internal dan eksternal yang menjadi Critical Cuccess Factor (CSF), mengetahui posisi organisasi, dan merumuskan sasaran strategi disertai indikator kinerja terukur berdasarkan perspektif Balanced Scorecard. Penelitian menggunakan pendekatan kualitatif dengan desain operational research di RS Kambang Jambi pada bulan September-Desember 2020. Data didapat dari indepth interview, Consensus Decision Making Group (CDMG), dan telaah data sekunder berupa dokumen tertulis. Data kemudian dianalisis kedalam 3 tahapan penyusunan resntra yaitu tahap input, matching, dan decision stage. Berdasarkan hasil penelitian didapatkan bahwa faktor eksternal yang menjadi CSF adalah peluang dalam menarik pelanggan dari jejaring, sedangkan faktor internal yang menjadi CSF adalah aspek kekuatan berupa tersedianya pelayanan spesialis dan subspecialis dengan pilihan yang bervariasi. Jika dilihat dari posisinya RS Kambang berada pada posisi Hold and Maintain, sehingga berdasarkan hal tersebut akhirnya didapatkan 5 alternatif strategi, 12 sasaran strategis, dan 34 poin Key Permormance Indikator (KPI) yang berfokus di bidang pemasaran, SDM, keuangan, pelayanan pasien, serta sistem informasi rumah sakit.

Kambang Jambi Hospital is a privately owned hospital in the city of Jambi which has been established since 2010. As an effort to streamline services in the midst of competition, Kambang Hospital is managed with a strategic plan (renstra) that is precise and accurate. This study aims to identify internal and external factors that become the Critical Cuccess Factor (CSF), find out how to organize, and formulate strategies in measurable performance indicators based on the Balanced Scorecard perspective. The research used a qualitative approach with operational research design at Kambang Jambi Hospital in SeptemberDecember 2020. Data were obtained from in-depth interviews, Consensus Decision Making Group (CDMG), and secondary study data in the form of written documents. The data were then analyzed in 3 stages of formal preparation, namely the input, matching, and decision stage. Based on the results of the study, it was found that the external factor that became CSF was an opportunity to attract customers from the network, while the internal factor that became a CSF was the strength aspect in the form of the availability of specialist and subspecialist services with various choices. When viewed from its position, Kambang Hospital is in the Hold and Maintain position, so based on this we finally obtained 5 strategic alternatives, 12 strategic goals, and 34 Key Performance Indicators (KPI) points measured in the fields of marketing, human resources, finance, patient care, and hospital information system