

Penyusunan Rencana Strategis RS Permata Serdang 2025-2029

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Abstrak

Penyusunan rencana strategis merupakan langkah penting dalam memastikan rumah sakit mampu beradaptasi dengan perubahan lingkungan, menjawab tantangan persaingan, dan memenuhi kebutuhan pelayanan kesehatan masyarakat secara berkelanjutan. Penelitian ini bertujuan untuk menyusun rencana strategis RS Permata Serdang untuk periode 2025–2029 berdasarkan analisis faktor internal dan eksternal. Metode yang digunakan adalah deskriptif kualitatif dengan pendekatan analisis IE Matrix, dan TOWS Matrix, serta penyusunan Key Performance Indicators (KPI) dan rencana tindak lanjut. Data dikumpulkan melalui studi dokumen, wawancara mendalam, serta telaah terhadap data sekunder terkait demografi, epidemiologi, dan kebijakan kesehatan di wilayah Serang dan Cilegon. Hasil penelitian menunjukkan bahwa RS Permata Serdang berada pada Kuadran V (hold and maintain) dalam Matriks IE. Namun demikian, strategi yang dipilih diarahkan ke pendekatan grow and build untuk mendorong pertumbuhan layanan dan daya saing rumah sakit. Beberapa strategi prioritas yang dihasilkan meliputi pengembangan layanan poli spesialis, telemedicine, homecare, serta perluasan kerja sama dengan mitra eksternal. Penyusunan KPI strategis difokuskan pada empat perspektif Balanced Scorecard: keuangan, pelanggan, proses bisnis internal, dan pembelajaran. Penelitian ini menyimpulkan bahwa RS Permata Serdang memiliki potensi besar untuk berkembang. Penelitian ini merekomendasikan agar manajemen rumah sakit segera menerapkan strategi yang telah dirumuskan, serta melakukan monitoring berkala terhadap implementasi strategi.

The preparation of a strategic plan is an important step in ensuring that the hospital is able to adapt to environmental changes, respond to competitive challenges, and meet the needs of public health services sustainably. This study aims to prepare a strategic plan for Permata Serdang Hospital for the period 2025–2029 based on an analysis of internal and external factors. The method used is descriptive qualitative with the IE Matrix and TOWS Matrix analysis approaches, as well as the preparation of Key Performance Indicators (KPIs) and follow-up plans. Data were collected through document studies, in-depth interviews, and a review of secondary data related to demographics, epidemiology, and health policies in the Serang and Cilegon areas. The results of the study indicate that Permata Serdang Hospital is in Quadrant V (hold and maintain) in the IE Matrix. However, the chosen strategy is directed towards a grow and build approach to encourage service growth and hospital competitiveness. Several priority strategies produced include the development of specialist polyclinic services, telemedicine, homecare, and expanding cooperation with external partners. The preparation of strategic KPIs is focused on four Balanced Scorecard perspectives: finance, customers, internal business processes, and learning. This study concludes that Permata Serdang Hospital has great potential to develop. This study recommends that hospital management immediately implement the formulated strategy, and conduct regular monitoring of the implementation of the strategy.