

ABSTRAK

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Analisis Internal dan Eksternal sebagai Dasar Perencanaan Strategis RSU Pelita Anugerah Mranggen dengan Metode Analisis SWOT

xiv + 109 halaman + 13 tabel + 5 gambar + 2 lampiran

BOR RSU Pelita Anugerah Mranggen (RSUPA) menurun dalam 3 tahun terakhir (2008-2010) dan belum mempunyai perencanaan strategis sebagai arah dalam pelaksanaan kebijakan rumah sakit. Tujuan penelitian ini adalah menganalisis lingkungan internal dan eksternal RS yang digunakan sebagai dasar penyusunan rencana strategis RSUPA.

Penelitian dilakukan dengan metode kualitatif. Pengumpulan data dilakukan dengan *Nominal Group Technique Discussion*. Subjek penelitian terdiri dari 6 kelompok fungsional, tiap kelompok terdiri 5 orang, yaitu kelompok 1 adalah manajerial, kelompok 2, 3, 4 adalah kelompok pelayanan medis terdiri dari dokter, perawat, bidan, kelompok 5 adalah penunjang medis, kelompok 6 adalah staf administratif. Analisis data dilakukan dengan analisis SWOT.

Hasil penelitian menunjukkan kekuatan yang dimiliki adalah posisi strategis, pasien Jamsostek bebas iur, keterampilan dokter dan perawat cukup baik, peralatan cukup lengkap. Kelemahan yang dimiliki adalah tarif cukup mahal, kebijakan manajemen sering berubah, kurang memperhitungkan masa kerja karyawan, kurang promosi, *turn over* karyawan cukup tinggi. Peluang yang dimiliki adalah tidak ada kompetitor di sekitar RS, banyaknya industri, banyaknya tenaga kesehatan dan fasilitas kesehatan lain, sosio ekonomi masyarakat bervariasi, peluang pasien Jamkesmas dan Jampersal. Ancaman yang dimiliki adalah masyarakat tidak mampu memilih pelayanan kesehatan yang lebih murah, masyarakat golongan mampu memilih RS di Kota Semarang, masyarakat kurang percaya kemampuan RSUPA, iur bayar pasien ASKES tinggi, tidak mengikuti perkembangan teknologi.

Disimpulkan bahwa RSUPA memiliki kelemahan yang lebih besar dari kekuatan, peluang yang dimiliki lebih besar dari ancaman (kuadran II), yang menuntut manajer meminimalkan kelemahan dan memaksimalkan peluang dan strategi yang diambil adalah *turn around strategy*.

Kata kunci : Analisis internal dan eksternal, Analisis SWOT, Perencanaan Strategis

Kepustakaan : 30, 1990 – 2010

ABSTRACT

Herry Prabowo

Internal and External Environmental Analysis as a Basic for Strategic Planning by SWOT Analysis at Pelita Anugerah Hospital, Mranggen

xiv + 109 pages + 13 tables + 5 figures + 2 enclosures

Bed occupancy ratio (BOR) of Pelita Anugerah general hospital (RSUPA) decreased in the last 3 years (2008-2010). RSUPA did not have strategic plan as a direction for the implementation of hospital policies. Objective of this study was to analyze internal and external hospital environment as a foundation for building RSUPA strategic plan.

This was a qualitative study. Data collection was done by conducting nominal group technique discussion. Study subjects were 6 functional groups; every group consisted of 5 people. Group 1 consisted of managerial people, group 2, 3, 4 were medical service groups; these groups consisted of physicians, nurses, midwives. Group 5 consisted of medical support people, and group 6 consisted of administrative staffs. Data analysis was done by applying SWOT analysis method.

Results of the study showed the strengths of RSUPA; RSUPA had a strategic location, gave free premium for Jamsostek patients, had good ability of physicians and nurses, and had sufficient instruments. The weaknesses of RSUPA were that this institution applied relative expensive tariff, did frequent change of management policies, did not consider work period workers, had inadequate promotion, had high staff turnover. The opportunities owned by RSUPA were no competitors in the surrounding of RSUPA, many industrial companies in the surrounding of RSUPA, many health workers and other health facilities, variety of community socio-economic, the opportunity of having Jamkesmas and Jampersal patients. The threats faced by RSUPA were that community was not able to choose less expensive health service, the rich community preferred to go to the hospitals in Semarang, community was doubt of RSUPA credibility, premium of ASKES patients was high, and RSUPA did not keep up the development of the technology.

In conclusion, RSUPA had more weaknesses than the strengths. The opportunities were bigger than the threats (quadrant II); it required manager to minimize the weaknesses and to maximize the opportunities. Strategy taken was turnaround strategy.

Key words : internal and external analysis, SWOT analysis, strategic plan

Bibliography : 30, 1990-2010