

ABSTRAK

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Analisis Implementasi Rencana Strategis di Unit Rawat Inap Rumah Sakit Keluarga Sehat

Rumah Sakit Keluarga Sehat telah melakukan perencanaan strategis tapi dalam implementasinya terjadi ketidaksesuaian dokumen rencana strategis dengan dokumen kerangka acuan program kerja unit rawat inap. Selain itu pencapaian program kerja unit rawat inap juga terendah di Rumah Sakit Keluarga Sehat selama tiga tahun terakhir. Hal ini dapat menyebabkan tujuan rencana strategis tidak tercapai dan kinerja unit rawat inap tidak maksimal. Penelitian ini bertujuan menganalisis partisipasi pelaksana dan penentu kebijakan dalam proses penyusunan rencana strategis dan kerangka acuan program kerja unit rawat inap Rumah Sakit Keluarga Sehat, keselarasan pelaksanaannya dan faktor-faktor yang mempengaruhi implementasinya di unit rawat inap.

Penelitian ini menggunakan metode kualitatif. Variabel yang diteliti meliputi komunikasi, ketersediaan sumber daya, sikap dan komitmen pelaksana dan struktur birokrasi. Pengumpulan data primer dilakukan dengan wawancara mendalam kepada 13 informan, data sekunder diperoleh dengan menelaah dokumen.

Hasil penelitian menunjukkan proses penyusunan rencana strategis dan kerangka acuan program kerja telah melibatkan semua *governing body* terkait. Implementasi dari aspek komunikasi, transmisi komunikasi belum berjalan baik pada tahap penyebarluasan dan pelaksanaan. Kejelasan dan konsistensi komunikasi kurang pada tahap pelaksanaan. Implementasi dari aspek ketersediaan sumber daya belum tercukupi, ketersediaan informasi dan sarana pada tahap penyebarluasan dan pelaksanaan belum tercukupi. Ketersediaan pendanaan dan sumber daya manusia belum tercukupi pada tahap pelaksanaan. Aspek sikap dan komitmen baik. Pada aspek struktur birokrasi pembagian tanggung jawab, tugas dan kewenangan berjalan dengan baik. Keselarasan antara rencana strategis dan implementasi belum tercapai karena tidak dilakukan evaluasi dan penilaian keberhasilan rencana strategis di pertengahan implementasi rencana strategis dan adanya kendala pada komunikasi dan kecukupan sumber daya.

Disimpulkan bahwa implementasi rencana strategis di unit rawat inap Rumah Sakit Keluarga Sehat belum sesuai karena masalah dalam aspek komunikasi dan aspek sumber daya. Keselarasan antara rencana strategis dan implementasi belum tercapai karena proses evaluasi dan penilaian keberhasilan rencana strategis tidak dilaksanakan.

Kata kunci : implementasi, rencana strategis, keselarasan, rumah sakit, rawat inap.
Kepustakaan : 24 buku.

ABSTRACT

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Analysis on Strategic Plan Implementation in the Inpatient Unit of Keluarga Sehat Hospital

Keluarga sehat hospital had conducted strategic plan; however, in the implementation of this plan, there was inappropriateness between strategic plan documents and program term of reference documents of the inward unit. Besides that, work program attainment of the inward unit was the lowest in Keluarga sehat hospital for the last three years. This could cause: the purpose of the strategic plan was not attained, and performance of the inward unit was not maximal. Objective of this study was to analyze participation of executors and policy makers in the process of strategic plan development and the development of program term of reference of inward unit of Keluarga Sehat hospital, the suitability of the implementation, and factors affecting the implementation in the inward unit.

This was a qualitative study. Studied variables were communication, availability of resources, attitude and commitment of the executors, and bureaucracy structure. Primary data were collected by conducting in-depth interview to 13 informants. Secondary data were obtained by conducting document investigation.

Results of the study showed that the strategic plan and program term of reference development process had involved all related governing bodies. Communication aspect implementation: communication transmission was inadequate in the distribution and implementation steps. Clarity and communication consistency were insufficient in the implementation step. Availability of resource aspect implementation was insufficient; availability of information and facilities in the distribution and implementation steps were insufficient. Funding and human resource were insufficient in the implementation step. Attitude and commitment aspects were good. Bureaucracy aspect: assignment of job responsibility and authority was adequate. Agreement between strategic plan and the implementation was not attained because evaluation and assessment of the success of strategic plan in the middle of the implementation were not undertaken, and there were problems in the communication and the availability of resources.

In conclusion, implementation of strategic plan in the inward unit of Keluarga Sehat hospital was still improper due to problems in communication and resources aspects. Agreement between strategic plan and the implementation was not attained because evaluation and assessment of the success of the strategic plan were not undertaken.

Key words : implementation, strategic plan, harmony, hospital, inward

Bibliography : 24 books