

ABSTRAK

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**Perencanaan Strategis Klinik Mata Papandayan Semarang
xviii + 154 halaman + 41 tabel + 11 gambar + 16 lampiran**

Organisasi kesehatan baik *profit* maupun *non profit* dihadapkan pada lingkungan kompetitif yang kompleks. Klinik Mata Papandayan (KMP) membutuhkan pertumbuhan organisasi sehingga perlu menyusun rencana strategi guna menyikapi persaingan demi mengembangkan bisnisnya dengan menganalisis faktor eksternal dan internal menggunakan metode SWOT dan menganalisis kinerja dengan pendekatan Balanced Scorecard (BSC). Perencanaan strategis KMP dibuat agar kegiatan lima tahun ke depan terarah dan tepat sasaran.

Penelitian menggunakan metode penelitian kualitatif, jenis penelitian observasional partisipatif. Pengumpulan data dilakukan dengan observasi langsung, wawancara mendalam dan *Focused Group Discussion* (FGD). Informan utama adalah 3 orang direktur, 3 orang manajer. Dan informan triangulasi komisariss KMP. Analisis data dilakukan dengan analisis model interaktif yaitu dengan reduksi data, penyajian data dan menarik kesimpulan atau verifikasi.

Hasil penelitian menunjukkan visi Klinik Mata Papandayan adalah: pusat pelayanan kesehatan mata dan bedah katarak terbaik yang terjangkau untuk seluruh lapisan masyarakat. Misi, memberikan pelayanan kesehatan mata secara profesional dan paripurna, mengembangkan sumber daya dan potensi diri karyawan untuk terus maju dan lebih baik, serta berperan serta aktif mendukung program pemerintah dalam rangka penurunan angka kesakitan mata dan kebutaan. *Value statement*, Klinik mata profesional yang menggunakan peralatan diagnostik terbaru dengan pelayanan prima. Goal, selalu tumbuh dan berkembang. Perencanaan strategis disusun dalam *Strategy map* untuk tahun 2016-2020 BSC..

Rekomendasi penelitian agar KMP membuat perencanaan strategi dengan metode BSC untuk 5 (lima) tahun. Perlu ditinjau ulang perencanaan strategis yang telah dibuat dengan penyesuaian menggunakan kerangka BSC Sosialisasikan perencanaan strategis untuk seluruh karyawan di Klinik Mata Papandayan (KMP). Evaluasi rencana kerja yang telah ditetapkan setiap tahun.

Kata kunci : Perencanaan Strategis, SWOT, Balanced Scorecard

Kepustakaan : 44 (1996 -2014)

ABSTRACT

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**A Strategic Plan of Papandayan Eyes Clinic in Semarang
xviii + 154 pages + 41 tables + 11 figures + 16 appendices**

Either profit or non-profit health organisations face a complex and competitive environment. Papandayan Eyes Clinic (PEC) needs to develop its organisation. Therefore, a strategic plan needs to be arranged to anticipate a competition and to develop its business through analysing external and internal factors using a SWOT method and analysing performance using Balanced Scorecard (BSC) approach. A strategic plan of PEC was arranged as a guidance of activities to achieve goals for the next five years.

This was a qualitative study using an observational-participative design. Data were collected using methods of direct observation, indepth interview, and Focus Group Discussion (FGD). Main informants consisted of three directors and three managers. A commissioner of PEC was selected as an informant for triangulation purpose. Data were analysed using an interactive model analysis, namely data reduction, data display, and conclusion drawing or verification.

The results of this research showed that PEC had a vision as follows: the best centre for eye health services and cataract surgery that is affordable for all people. Meanwhile, a mission of PEC was to provide eye health services professionally and perfectly, to develop human resource and self-potential employees, and to be actively involved in supporting government's programs to reduce eye morbidity and blindness rates. A value statement, a professional eye clinic uses sophisticated diagnostic equipment accompanied by excellent services. A goal, always grow and develop. A strategic plan was arranged in a strategy map for the years 2016-2020 using a BCS method.

PEC needs to make a strategic plan using a BSC method for the next five years. The current strategic plan needs to be reviewed through adjustment using a BSC method. In addition, socialisation of a strategic plan for all employees working at PEC needs to be conducted. A work plan needs to be evaluated annually.

Keywords : Strategic plan, SWOT, Balanced Scorecard

Bibliography: 44 (1996-2014)