

# Analisa kelayakan pengembangan RS Bhayangkara Brimob tahun 2008-2012 = Analysis of feasible development Bbhayangkara Brimob? Hospital for 2008-2012

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## Abstrak

[<b>ABSTRAK</b><br>

Derajat kesehatan yang optimal merupakan modal dasar bagi pembangunan sumber daya manusia agar mampu melaksanakan tugasnya dalam menghasilkan karya-karya yang bermanfaat. Untuk dapat mewujudkan keadaan sehat tersebut, salah satunya adalah dengan menyelenggarakan pelayanan kesehatan. Berkat pengembangan ilmu dan teknologi serta kehidupan masyarakat, maka tumbuhlah bermacam bentuk dan jenis pelayanan kesehatan yang dapat diselenggarakan. Pengorganisasian pelayanan kesehatan yang baik seharusnya disusun berdasarkan rencana strategi yang baik agar tercapai tujuan yang diharapkan. Oleh karena itu RS Bhayangkara Brimob harus memiliki perencanaan strategi yang tepat dalam mengantisipasi terjadinya tuntutan perubahan lingkungan eksternal dan internal sehingga dimasa mendatang dapat beradaptasi dan mampu mengoptimalkan sumber daya yang dimiliki serta mampu bersaing dalam memberikan jasa pelayanan kesehatan yang bermutu.

Untuk keperluan melihat kelayakan pengembangan RS Bhayangkara Brimob, dilakukan penulisan dengan tujuan menganalisa kelayakan pengembangan RS Bhayangkara Brimob berdasarkan analisa faktor-faktor yang berpengaruh baik internal maupun eksternal, sehingga diperoleh strategi alternatif dalam mengantisipasi terjadinya perubahan lingkungan eksternal dan internal pada tahun 2008 ? 2012.

Penulisan ini merupakan penulisan operasional dengan analisis data kualitatif dan data kuantitatif. Ruang lingkup penulisan dilakukan di RS Bhayangkara Brimob.

Pengumpulan data dilakukan dengan wawancara mendalam, consensus decision making group, kajian dokumen dan observasi.

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Hasil penulisan mengungkapkan bahwa faktor eksternal yang merupakan unsur peluang adalah letak strategis, jumlah total penduduk, penerapan kebijakan pemerintah, status keluarga, jumlah kunjungan rawat jalan dan jumlah mitra kerja / pemasok. Faktor eksternal yang merupakan unsur ancaman adalah jumlah penduduk dengan pendidikan rendah dan menengah, dan jumlah sarana pelayanan kesehatan. Faktor internal yang merupakan unsur kekuatan adalah perkembangan jenis layanan. Faktor internal yang merupakan unsur kelemahan adalah target jangka waktu visi dan misi, adanya prosedur tetap, pengembangan SDM, penanggung jawab unit keuangan, kondisi bangunan, penanggung jawab sistem informasi dan keberadaan unit

pemasaran.

Kesimpulan pada penulisan ini adalah posisi RS Bhayangkara Brimob yang dianalisis sesuai Matriks TOWS berada pada kuadran Internal Fix-it. Pada analisis dengan Matriks IE, berada pada sel V yaitu Hold and maintain. Sedangkan pada matriks SPACE berada pada kuadran Konservatif. Pada tahap pencocokan dihasilkan strategi product development dengan penentuan prioritas kegiatan berdasarkan analisis QSPM adalah pengadaan produk medical check up massal bagi perusahaan, peningkatan kemampuan UGD dengan menambah alat canggih dan dokter jaga bedah 24 jam, pembuatan sarana rawat inap anak dan pengembangan laboratorium serta peralatannya.

Adapun layanan unggulan RS Bhayangkara Brimob pada analisis dengan matriks BCG didapatkan instalasi UGD memiliki pangsa pasar dan pertumbuhan pasar lebih besar dari instalasi pelayanan lain di RS Bhayangkara Brimob.

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The degree of optimal health is the basic need for development of human resources in order to be able to do his tasks in producing useful works. In order to be able to implement the healthy condition, one of the efforts is by holding health service. Because of the development of science and technology as well as environment's life, it leads to the variety of forms of health services which can be conducted the organizing of good health service should be arranged based on good strategic plan in order to be able to reach the aim of the goal. Therefore, Bhayangkara Brimob's hospital should have got right strategic plan in anticipating the demand of environment change whether it is external or internal, so in the future the changes can adapt and able to optimize the provided human resources and able to compete in giving qualified health service.

This research is aimed to obtain or get the feasible Bhayangkara Brimob's hospital, so it is hoped to get the alternative strategy in anticipating the changes of internal and external environment in 2008 ? 2012. This research is operational research by using qualitative and quantitative data. The field of the research is done at Bhayangkara Brimob's hospital. The data collection is done by deep interview, consensus decision making group, document analysis and observation.

The result of this research indicates that external factors that is opportunities element are strategic place, the total number of population, family status, the number of outpatient and the number of suppliers. The external factors which become the threats factors are the number of population with low and middle education, the number of equipments and the application of government of policy. The internal factors that become the strength factors are the development of various services. The Analisa kelayakan..., Arinando Pratama, FKM UI, 2008

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internal factors that become the weakness factors are the target of duration vision and mission, fixed procedures, the condition of building, the one who takes responsibility

for information system and the existence of marketing unit.

The conclusion of this research is position of Bhayangkara Brimob's hospital which is analysed is suitable with TOWS Matrix located on Internal Fix-it Quadrant.

To the analysis by using IE Matrix, it is located on Cell V (Hold and Maintain).

Which SPACE Matrix, it is located on Conservative Quadrant. In the step of adjustment is resulted strategy of Product Development by determining the priority of activities based on QSPM analysis are enhance the ability of emergency equipment and add the surgery doctor for 24 hours, providing mass medical check up to the companies, construct the children treatment room, and develop the laboratory and also it's equipment.

The superior product of Bhayangkara Brimob's hospital which is analysed by BCG matrix show the emergency room has greater relative market share and market growth rate than others that Bhayangkara Brimob's hospital produce.;The degree of optimal health is the basic need for development of human

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