

# Analisis posisi pelayanan kusta dan strategi yang tepat di RSK DR Sitanala tahun 2015 2019 = Analysis of position and the right strategy leprosy services in specialized leprosy Hospital DR Sitanala year 2015 2019

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## Abstrak

Tesis ini, menganalisis posisi pelayanan kusta di rumah sakit khusus kusta Dr.Sitanala tahun 2015-2019. Tujuan penelitian adalah untuk mengetahui posisi pelayanan kusta, arah pengembangannya lima tahun kedepan dan strategi yang tepat untuk kondisi tersebut. Merupakan penelitian operasional (operational research) dengan menggunakan langkah-langkah manajemen strategis berdasarkan teori yang disampaikan Fred.R.David dan Duncan. Tahapan penelitian ini, diawali dengan analisis situasi eksternal dan internal rumah sakit, penetapan strategi dengan menggunakan matrik EFE,IFE dan analisis SWOT, penentuan alternative strategi dengan matrik IE dan matrik TOWS, prioritas strategi dengan matrik QSPM dan strategi prioritas diterjemahkan kedalam kegiatan tahunan dengan indikator capaian kinerja berupa KPI. Hasil penelitian didapatkan posisi pelayanan kusta pada sel V (hold and maintain) dan quadran 2 (Internal Fix-It) yang artinya, RSK.DR.Sitanala memiliki kelemahan internal yang bisa menghambat pelayanan kusta, akan tetapi masih memiliki peluang yang baik dari lingkungan eksternal Rumah Sakit. Strategi yang disarankan adalah melakukan perbaikan internal (product development). Prioritas strategi: Memaksimalkan peranan rehabilitasi kusta paripurna, Meningkatkan layanan bedah kusta, membangun poliklinik kusta dengan konsep pelayanan kusta terpadu (one stop service).

*This thesis analyzes the position of leprosy services in Specialized Leprosy Hospital (SLH) Dr. Sitanala, years 2015-2019. The purpose of the study was to determine the position of leprosy services in SLH. Dr. Sitanala this time, to determine the appropriate service strategy for the next five years. This study is the operational research by using strategic management frameworks, proposed by Fred R. David and Duncan. This study begins with an analysis of the external and internal situation of the hospital, followed by the determination of strategies using matrix EFE, IFE and SWOT analysis. Furthermore, the determination of alternative strategies using IE matrix and TOWS matrix. Priority Strategies selected using matrix QSPM, then the priority strategies are translated into annual activities that comes with a Key Performance Indicators (KPI).*

The results of this study indicate that the position of leprosy services in SLH Dr. Sitanala currently resides in the cell V (hold and maintenance) and quadran 2 (Internal Fix-It). This position means that the hospital currently has internal weaknesses that inhibit leprosy services, whereas the external side, the hospital still have a chance. This study also resulted in a recommendation strategy is right for a period of five years, which is doing internal repairs (product development). Strategic priorities that need to be done is to Maximize the role of plenary leprosy rehabilitation, improve surgical services leprosy, leprosy clinic and establish the concept of integrated leprosy services (one stop service).