

Perencanaan strategis Balai Pelatihan Kesehatan Provinsi Sumatera Selatan tahun 2005-2009

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Abstrak

Balai Pelatihan Kesehatan (Bapelkes) Provinsi Sumatera Selatan adalah salah satu Unit Pelaksana Teknis Dinas (UPTD) dari Dinas Kesehatan Provinsi Sumatera Selatan yang berperan dalam pengembangan profesionalisme sumber daya manusia. Sejalan dengan terjadinya perubahan lingkungan organisasi dan lingkungan luarnya, maka penelitian ini berupaya untuk mengetahui faktor-faktor yang mempengaruhi organisasi baik lingkungan internal maupun lingkungan eksternal organisasi dan untuk mengetahui sejauhmana kondisi Balai Pelatihan Kesehatan Provinsi Sumatera Selatan serta strategi yang sesuai, maka diperlukan penelitian perencanaan strategis Bapelkes Provinsi Sumatera Selatan tahun 2005 - 2009.

Penelitian ini bertujuan untuk menyusun perencanaan strategis Bapelkes Prov. Sumsel tahun 2005 - 2009. Penelitian merupakan penelitian operasional, menurut David pada perumusan strategi disusun melalui tiga tahapan yaitu tahap I (Input Stage), tahap II (Matching Stage) dan tahap III (Decision Stage). Pada tahap I (Input Stage) menganalisis data kualitatif dan data kuantitatif terhadap variabel eksternal (geografi, ekonomi, teknologi, kebijakan, pesaing, pelanggan, dan pemasok) dan variabel internal (manajemen, visi dan misi, keuangan, produk layanan, fasilitas dan peralatan, pemasaran, SIM, dan SDM).

Pada tahap II (Matching Stage) dari hasil analisis menggunakan matriks EFE dan matriks IFE diperoleh nilai total EFE 2,65 dan nilai total IFE 2,72 yang selanjutnya dengan menggunakan matriks IE menempatkan posisi Bapelkes Prov. Sumsel pada sel V (hold and maintain) dengan alternatif strategi yang direkomendasikan adalah market penetration dan product development. Sedangkan analisis dari matriks TOWS menempatkan posisi Bapelkes Prov. Sumsel pada quadrant 3 (eksternal fix-it quadrant) dengan alternatif strategi yang direkomendasikan adalah related diversification, unrelated diversification, market development, product development, enhancement, status quo. Selanjutnya dilakukan matching antara matriks IE dan TOWS sehingga diperoleh alternatif strategi product development (pengembangan produk).

Hasil penelitian menunjukkan bahwa berdasarkan Consensus Decision Making Group (CDMG) diperoleh informasi berupa peluang yaitu perkembangan teknologi informasi komunikasi semakin canggih, ekonomi sudah mulai stabil, W dan Perda, jumlah tenaga kesehatan yang meningkat. Sedangkan yang menjadi ancaman ialah lokasi Bapelkes, networking antar instansi diktat, komitmen tentang pelaksanaan diktat satu pintu bidang kesehatan, pesaing memberi kemudahan dalam pertanggungjawaban keuangan, kebutuhan tenaga widyaiswara. Dilain pihak kekuatan adalah visi dan misi, Bapelkes sudah terakreditasi, meningkatnya jumlah anggaran, fasilitas dan peralatan, jumlah pegawai, sistem informasi, produk layanan. Sedangkan yang menjadi kelemahan adalah sistem perencanaan dan pengawasan, pelayanan belum berorientasi kepada kepuasan pelanggan, sistem pemasaran, kualitas SDM, tenaga fungsional non edukatif.

Penelitian ini menyimpulkan bahwa Bapelkes Prov. Sumsel memiliki strategi terpilih pengembangan produk yaitu mengembangkan program pelatihan dan diktat unggulan yaitu pelatihan quality assurance, pelatihan out bound, dan pelatihan metodologi dan teknologi kediklatan; mengembangkan pelayanan akomodasi yang sudah ada untuk penginapan dengan mengembangkan fasilitas untuk berbagai kegiatan pertemuan, seminar, resepsi pernikahan; mengembangkan sistem informasi Iptek bidang kesehatan dan kediklatan melalui layanan internet; mengembangkan program pelatihan mandiri (peserta membayar sendiri); dan mengembangkan peran Bapelkes Prov. Sumsel sebagai pusat kajian ilmu pengetahuan bidang kediklatan.

Pada tahap III (Decision Stage) dan strategi yang akan dikembangkan dianalisis lagi dengan matriks QSPM untuk menentukan prioritas strategi yang akan dikembangkan yaitu mengembangkan program pelatihan (mengembangkan program pelatihan yang ada dan merencanakan program pelatihan yang baru) dan menyelenggarakan diktat unggulan (pelatihan quality assurance, pelatihan out bound, pelatihan metodologi dan teknologi kediklatan).

Peneliti menyarankan agar Bapelkes Prov. Sumsel mensosialisasikan kepada pelaksana dan instansi terkait, advokasi kepada penentu kebijakan tentang rencana strategis Bapelkes Prov. Sumsel, menyusun rencana operasional tahunan yang dilanjutkan dengan rincian kegiatan tahun 2005.

Daftar bacaan : 32 (1989 - 2003)

Strategic Planning for Health Training Center of the Province of South Sumatera Year 2005-2009
Health Training Center of the Province of South Sumatera is one of the Technical Unit belongs to the Health Office of Province of South Sumatera which plays a part in development of human resource professionalism. In line with the change of organizational environment and its outside environment, hence this research coped to assess the factors influencing the organization both internal and external environment and to assess the condition of Health Training Center of the Province of South Sumatera and also the appropriate strategy, hence needed to conduct the research of strategic planning of Health Training Center of the Province of South Sumatera year 2005-2009.

This study aimed to arrange the strategic planning of Health Training Center of the Province of South Sumatera Year 2005-2009. The study was an operational research, in which according to David formulation of strategy was divided through three stages that was stage I (Input Stage), stage II (Matching Stage), and phase III (Decision Stage). At phase I (Input Stage) was analyzed data qualitative and quantitative to external variables (geography, economic, technology, policy, competitor, customer, and supplier) and internal variables (management, mission and vision, finance, service product, equipments and facility, marketing, information management system, and human resources).

At phase II (Matching Stage), the result of analysis that used EFE and IFE matrix obtained total values of EFE and IFE in sequence were 2.65 and 2.72. Then, analysis used IE matrix placed the position of Health Training Center of the Province of South Sumatera in cell V (hold and maintain) with recommended strategy alternative was market penetration and product development. While analysis from TOWS matrix placed the position of Health Training Center of the Province of South Sumatera in quadrant 3 (fix-it quadrant external) with recommended strategy alternative was related diversification, unrelated

diversification, market development, product development, enhancement, and status quo. After that, matching between IE and of TOWS matrix was conducted so that obtained strategy alternative of product development.

The study result showed that according to Consensus Decision Making Group (CDMG) was obtained the information about the opportunity that was development of sophisticated communication information technology progressively, stable economic, national and local regulations, and the increase of health human resources. While including the threat as follows: location of Health Training Center, networking among training centers, one gate health training commitment, competitors gave the amenity in financial responsibility, and requirement of widyaiswara. On the other hand, strength factor included mission and vision, accredited Health Training Center, the increasing of budget, equipment and facility, amount of officer, information system, and service product. While weakness factor included planning and controlling system, service not yet oriented to customer satisfaction, marketing system, human resources quality, and non-educative functional officer.

The study concluded that Health Training Center had a chosen strategy of product development: training development program and pre-eminent education and training such as quality assurance training, out bound training, and education and training technology and methodology training; developing the existing accommodation service such as lodging by developing facility to various activities for meeting, workshop, wedding reception; developing health information and technology system and education and training through internet; developing self-supporting training program (out of pocket payment); and developing the role of Health Training Center of the Province of South Sumatera as a center for education and training studies.

At phase III (Decision Stage) out of strategy that would be developed was analyzed again with QSPM matrix to determine strategy priority that was developing training program (developing the existing training program and planning new training program) and carry out pre-eminent education and training (quality assurance training, out bund training, education and training technology and methodology training).

It is recommended to Health Training Center of the Province of South Sumatera to socialize the strategic planning to the relevant institution and operator, giving advocacy to the stake holder about strategic planning about Health Training Center of the Province of South Sumatera, and making annual operational plan which continued with detail of activity of year 2005.

References: 32 (1989-2003)