

## Perencanaan strategis pengembangan Rumah Sakit Umum Kabupaten Demak = Strategic planning for Demak Regency General Hospital, Demak

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### Abstrak

Akibat peningkatan pendidikan serta pengaruh globalisasi maupun kemampuan ekonomi maka tuntutan masyarakat berubah, apalagi dalam situasi persaingan menuntut Rumah Sakit Umum Kabupaten Demak menentukan sikap dengan pemilihan strategi.

Bertolak dari visi dan misinya maka dilakukan penelitian operasional dengan analisis strategik melalui dua tahapan yaitu:

1. The Input Stage terdiri dari identifikasi External Factor Evaluation dan internal factor evaluation.
2. The Matching Stage menggunakan Strength-Weakness-Opportunities-Threats (SWOT) Matrix dan Internal-External Matrix serta Grand Strategy Matrix.

Pengumpulan data lewat observasi data sekunder dan analisa faktor lingkungan dengan intuisi terbaik dalam fokus group serta indepth interview pada sampel.

Dari penelitian didapatkan bahwa RSUD Kabupaten Demak mempunyai kekuatan sedikit diatas rerata dan internal sedikit dibawah rerata, dengan posisi kompetisi yang kuat dalam pertumbuhan pasar yang cepat, setelah melalui berbagai cara matching direkomendasikan strategi caranya adalah product development dan market penetration. Melalui berbagai analisa maka direkomendasikan strategi mengoptimalkan kinerja staf medik, renovasi fisik, pemasaran aktif serta pengembangan tenaga. Dicoba dibahas keterkaitan antar strategi dan disimpulkan bahwa peningkatan kinerja SDM rumah sakit merupakan strategi terpenting, dan renovasi fisik adalah strategi yang penting.

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The increasing level of education, The globalization, and also the ever strengthening of economic sector have, anyway, changed the public demand. In this competitive situation, Demak General Hospital should determine its proper strategy .

Based on its vision and mission this operational research is conducted trough 2 stages of strategic analysis as follows :

1. The Input stage consisting of identification of External Factor Evaluation and Internal Factor evaluation besides competitive profile matrix.
2. The matching stage using SWOT matrix, Internal External matrix and grand strategy matrix.

Data collection is done by observing secondary data and analyzing enviromental factor with the good intuitive judgment in group focus, and indepth interview to purposive samples.

Based on the research, it is known that Demak General Hospital has a little bit strength above the average, with strong competitive position in a fast growing market, thus its recommended grand strategies are the product development and market penetration. Through various analyses, it is strategically recommended to make improvement the performance of medical staff, new service, physical renovation, and active marketing and also development of human resources. This Thesis also tries to show the inter correlation of the strategies and it is concluded that improvement the performance is the most urgently strategy needed and optimization on the physical renovation is urgently strategy.