

Pengembangan perencanaan manajemen pemasaran pelayanan diagnostik Rumah Sakit Kanker Dharmais

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Abstrak

Sampai saat ini belum banyak masyarakat yang mengetahui keberadaan Rumah Sakit Kanker Dharmais dan memanfaatkan kemampuannya. Jumlah kunjungan pasien untuk pelayanan diagnostik secara keseluruhan memperlihatkan pola yang datar dari tahun ke tahun. Meskipun RSKD adalah rumah sakit khusus milik pemerintah dan berstatus non profit, namun dalam operasionalnya tetap memerlukan pembiayaan.

Tujuan penelitian adalah agar diperoleh suatu disain perencanaan manajemen pemasaran untuk rumah sakit khusus/spesialistik, serta memperoleh gambaran mengenai mekanisme kerja dari komponen yang ada pada setiap sistem dalam manajemen pemasaran, melalui permasalahan yang dihadapi bagian pelayanan diagnostik.

Untuk memperoleh model yang sesuai dilakukan perbandingan antara manajemen pemasaran dari rumah sakit swasta yang berorientasi profit dan rumah sakit khusus milik sebuah yayasan yang telah menerapkan manajemen pemasaran sejak beberapa tahun lalu.

Metode penelitian yang dipakai adalah disain studi kasus dan datanya dianalisa dengan metode kualitatif. Hasil penelitian ini menemukan bahwa RSKD memerlukan model pemasaran tersendiri karena memiliki berbagai karakteristik selaku rumah sakit khusus. Untuk itu diusulkan beberapa alternatif dari organisasi dan pengembangan sistem pemasaran. Hasil akhir dari model yang ada merupakan gabungan dan model-model pembanding dan analisa kebutuhan dari pihak yang berkepentingan yaitu pihak direksi selaku sumber konsep, Instalasi Radiodiagnostik, Patologi klinik dan Prosedur Diagnostik selaku pemberi jasa serta Tim Kerja Kanker selaku pemakai jasa. Pemasaran internal terutama bagi tenaga dokter perlu mendapat perhatian khusus, selain didukung oleh sistem informasi yang baik untuk pengambilan keputusan manajemen pemasaran.

Implementasi dari sistem pemasaran yang dikembangkan diharapkan dapat menjadi acuan bagi RSKD untuk meningkatkan kinerja pelayanannya, sehingga tujuan organisasi dapat tercapai.

.....The Development of a Marketing Plan for the Diagnostic Services of Rumah Sakit Kanker Dharmais (Dharmais Cancer Hospital) At this point in time, not many people know about the existence of Rumah Sakit Kanker Dharmais (RSKD) nor have many people utilized it's services and capabilities. Over the past few years, the total number of patients utilizing RSKD's diagnostic services has not shown any significant growth. Even though RSKD is a non-profit government owned cancer hospital, significant revenues are still required to fund it's operations.

The objective of this research is to design a marketing plan that addresses the challenges faced by specialist hospitals and to identify the procedures that must be performed within the various marketing functions. This marketing plan was developed by studying the challenges and problems faced by the Diagnostic Services Section at RSKD.

In developing an appropriate marketing model for RSKD, comparisons were made between the marketing strategies of profit oriented privately owned hospitals and the marketing strategies of specialist hospitals

owned by foundations.

The method of research utilized in this thesis is the design of case studies and qualitative analysis of the data.

Based on the results of this research, it has been determined that due to the unique characteristics of a specialist hospital, RSKD requires a unique marketing model. Several alternatives for how RSKD's marketing organization should be structured and developed are presented. The resulting marketing model has been based on the merging of applicable concepts from several comparative marketing models and an analysis of the requirements of the key stakeholders including: the Board of Directors - as the conceptualizes; the Radiology Section, the Pathology Section, and the Diagnostic Procedure Section - as the service providers; and the Cancer Team - as the user of the marketing services. Internal marketing, especially for the physicians, requires special attention and must be supported by proper management information systems that can support the marketing function in decision-making.

Through the implementation of the marketing plan developed here, it is hoped that RSKD will be able to improve the quality of services it provides to its patients and thereby can assist the organization in achieving its goals and objectives.