

Rencana Strategis RSUD Amira dengan Pengembangan Business Model Canvas dan Balanced Scorecard = Amira General Hospital Strategic Plan with Business Model Canvas and Balanced Scorecard

Lastri Swastanita, author

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Abstrak

Rumah Sakit Umum Amira sebagai rumah sakit swasta profit kelas C di Kabupaten Purwakarta menghadapi berbagai peluang dan tantangan untuk mewujudkan visi dan misi demi keberlangsungan organisasi. Rencana strategis RSUD Amira perlu dikembangkan untuk memberikan arah strategi guna mencapai tujuan rumah sakit. Penelitian ini bertujuan untuk menganalisis critical success factor dari lingkungan internal dan eksternal rumah sakit, menentukan di mana posisi strategis rumah sakit, merumuskan strategi alternatif, sasaran, dan indikator kinerja terukur untuk RSUD Amira.

Penelitian ini merupakan penelitian kualitatif dengan pengumpulan data dilakukan melalui wawancara mendalam, telaah dokumen, dan Conesus Decision Making Group (CDMG). Pada tahap input, analisis data menggunakan metode SWOT, matriks IFE dan EFE. Tahap pencocokan digunakan matriks IE dan matriks TOWS dan untuk memprioritaskan alternatif strategi dalam tahap pengambilan keputusan menggunakan matriks QSPM. Tahap implementasi rencana strategis tergambar dalam kanvas kerangka Business Model Canvas dan kerangka Balanced Scorecard. Penelitian dilakukan di RSUD Amira pada Oktober hingga November 2022.

RSUD Amira berada pada tingkat respon menengah atau rata-rata dengan faktor kekuatan dan peluang lebih menonjol daripada kelemahan dan ancaman. RSUD Amira berada dalam sel V (Hold and maintain) dengan alternatif strategi yang berfokus pada penetrasi pasar dan pengembangan produk. Dirumuskan 5 prioritas, 9 sasaran strategis dan 23 indikator kinerja utama.

.....Amira General Hospital (RSUD Amira) as a class C profit private hospital in Purwakarta Regency faces various opportunities and challenges to realize the vision and mission for the sustainability of the organization. RSUD Amira strategic plan needs to be developed to provide strategic direction to achieve the hospital's goals. This study aims to analyze the critical success factors of the internal and external environment of the hospital, determine where the strategic position of the hospital is, formulate alternative strategies, goals, and measurable performance indicators for RSUD Amira.

This research is qualitative research with data collection conducted through in-depth interviews, document review, and Conesus Decision Making Group (CDMG). At the input stage, data analysis uses the SWOT method, IFE and EFE matrices. The matching stage is used IE matrix and TOWS matrix and to prioritize alternative strategies in the decision-making stage using the QSPM matrix. The implementation stage of the strategic plan is depicted in the Business Model Canvas and the Balanced Scorecard framework. The research was conducted at RSUD Amira from October to November 2022.

RSUD Amira are at an intermediate or average response level with strengths and opportunities factor more

stand out than weaknesses and threats. RSU Amira is in V cell (Hold and maintain) with an alternative strategy focused on market penetration and product development. In this research, 5 priorities, 9 strategic goals and 23 key performance indicators were formulated.