

Pengembangan Pelayanan Unggulan Dalam Penyusunan Rencana Strategis Bisnis Rumah Sakit Umum Daerah Kepulauan Seribu Tahun 2023-2026 = Development of priority health services in forming of Kepulauan Seribu distric Hospital strategic business planning 2023-2026

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Abstrak

Sebagai rumah sakit yang berbentuk BLUD (Badan Layanan Umum Daerah), RSUD Kepulauan Seribu perlu menyusun rencana strategi bisnis yang harus diperbaharui setiap lima tahun. Rencana strategis dan bisnis periode sebelumnya 2018-2022 sudah habis, namun RSB periode selanjutnya 2023-2026 belum selesai disusun, sedangkan sudah terdapat beberapa isu penting terkait operasional, pengembangan layanan unggulan yang perlu diakomodir pada RSB periode selanjutnya. Penelitian ini berfokus pada penyusunan RSB RSUD Kepulauan Seribu yang diharapkan dapat dijadikan referensi dalam menyusun rencana strategis dan bisnis RSUD Kepulauan Seribu tahun 2023-2026 dengan fokus pengembangan layanan unggulan. Penelitian ini menggunakan metode operasional (operastional research) dengan pendekatan kualitatif. Data primer diperoleh dengan wawancara mendalam, data sekunder didapatkan dari laporan-laporan rumah sakit dan stakeholder terkait. Pada tahapan input stage, matching stage, decision stage, dan implementasi ditentukan dengan Teknik pengambilan keputusan CDMG (consensus Decision Making Group) dengan pendekatan Balance Score Card. Berdasarkan matriks internal eksternal positioning RSUD Kepulauan Seribu berada pada pertumbuhan/ekspansi. Dengan prioritas alternative startegi berdasarkan pengolahan QSPM (quantitave strategic planning matriks) adalah pengembangan layanan unggulan PONEK 24 jam dan wisata medis, pengembangan kompetensi pegawai, Budaya tata kelola dan peningkatan inovasi, revialisasi Gedung sarana dan prasarana, pengembangan target pasar yang menysasar wisatawan, dan penetrasi pasar dengan meningkatkan kerja sama dengan stakeholder. Dalam tahapan implementasi perspektif pembelajaran dan pertumbuhan adalah terwujudnya saran dan prasaran yang sesuai dengan standar serta terwujudnya budaya kinaerja yang berinovasi dan team work yang kuat dan efektif. Untuk perspective bisnis internal adalah terwujudnya RSUD Kepulauan Seribu mampu tatalaksana PONEK 24 jam dan rumah sakit yang mampu menunjang kegiatan wisata, serta terwujudnya pelayanan primer untuk seluruh jenis pelayanan. Berdasarkan perspective pelanggan targetnya adalah terwujudnya RSUD Kepulauan Seribu sebagai rumah sakit tujuan utama masyarakat kepulauan seribu serta terwujudnya peningkatan kepuasan pasien. Untuk perspective finansial target Peningkatan pendapatan operasional rumah sakit dan Peningkatan CRR (Cost Revenue Rate).

.....As a distric Hospital which organize in BLUD regulation. RSUD Kepulauan Seribu must to compile strategic and bussines planing document which must to be updated every five years and should in line with strategic planning of province health service as well as with development planning of province government. Strategic and bussines planning document period before 2018-2022 has finished, however the next period 2023-2026 hasn't finished compiled yet. Whereas there so many problem related with operational, developmment of priority health service, dan refferal halth service networking which should solved in next period of strategic and bussines planning of RSUD Kepulauan Seribu. This Study foccus in discuss of

compiling the strategic and business planning RSUD Kepulauan Seribu which expected could be made the reference in compile RSUD Kepulauan Seribu strategic and business document 2023-2026 period which focus in discuss the development of priority health services and referral health service. This study used the operational research method with qualitative approach. Primary data were obtained by comprehensive interview, the secondary data were obtained by the hospital annual reported or the government service annual report. In input stage, matching stage, decision stage, and implementation data was determined by decision making technic CDMG (Consensus Decision Making Group) with Balanced Score Card Approaching. Based on result of analysis internal external matrix RSUD Kepulauan was at development/expansion position. With priority alternative strategy based on QSPM (qualitative strategic planning matrix) analysis are development priority health service 24 hours maternal and perinatal emergency services and medical tourism, development of employee competence, governance worked culture and enhancement innovation, revitalisation of hospital infrastructure, market development which tourist target, and market penetration which improve stakeholder cooperation. In learning and growing perspective of implementation stage the target are the realization of good standard hospital infrastructure, the formation worked culture which innovative, and strong effective team work. In internal business perspective the target are the realization of 24 hour maternal and perinatal emergency services (PONEK 24 jam), medical tourism services, and fulfill the primary standard of referral health services. In customer perspective the target are the realization RSUD Kepulauan Seribu as the main referral hospital for Kepulauan Seribu district citizen and increasing of customer/patient satisfaction. In financial perspective the target are the increasing of hospital income, and increasing of hospital cost revenue rate (CRR).