

Perencanaan Strategis Pengembangan Rumah Sakit Ibu Dan Anak Nabasa Pontianak Dengan Balanced Scorecard Tahun 2024–2029 = Strategic Planning for Development Of Nabasa Pontianak Mother and Child Hospital Using Balanced Score Card Approach for 2024-2029

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Abstrak

Penelitian ini bertujuan untuk (1) mengetahui posisi strategis RSIA Nabasa saat ini, (2) merekomendasikan alternatif strategi yang sesuai, (3) menerjemahkan strategi terpilih menjadi program kerja dengan pendekatan Balanced Scorecard, dan (4) mengusulkan rencana implementasi strategi. Penelitian ini menggunakan metode kualitatif dengan pendekatan studi kasus. Pengumpulan data dilakukan melalui wawancara mendalam, observasi, dan analisis dokumen. Keabsahan data diuji dengan metode triangulasi. Tahapan penelitian mencakup input stage menggunakan analisis EFAS dan IFAS, matching stage menggunakan matriks IE dan TOWS, serta decision stage menggunakan QSPM. Strategi terpilih kemudian diterjemahkan ke dalam sasaran strategis dan program kerja menggunakan kerangka Balanced Scorecard. Hasil penelitian menunjukkan posisi strategis RSIA Nabasa berada pada kuadran V (*Hold and Maintain*) matriks IE dan kuadran II (*Internal Fix-It*) matriks TOWS, yang mengarahkan pada strategi penetrasi pasar. Strategi ini dijabarkan ke dalam 12 sasaran strategis dan 31 program kerja dalam 4 perspektif Balanced Scorecard. Program kerja unggulan yang direkomendasikan antara lain peningkatan kualitas layanan, efisiensi biaya, pengembangan SDM, dan optimalisasi teknologi. Rencana implementasi strategi disusun untuk periode 5 tahun dengan roadmap, indikator kinerja, dan target yang jelas. Implikasi manajerial utama meliputi penguatan fungsi pemasaran, pengembangan sistem informasi, penyelarasan organisasi, serta monitoring dan evaluasi berkala. Penelitian ini juga merekomendasikan penerapan strategi omnichannel marketing untuk meningkatkan jangkauan pelanggan dan memberikan pengalaman layanan yang konsisten.

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This study aims to (1) assess the current strategic position of RSIA Nabasa, (2) recommend suitable alternative strategies, (3) translate the chosen strategy into action plans using the Balanced Scorecard approach, and (4) propose a strategy implementation plan. This research employs a qualitative methodology with a case study approach. Data collection is conducted through in-depth interviews, observations, and document analysis. Data validity is examined using the triangulation method. The research stages include an input stage using EFAS and IFAS analysis, a matching stage using IE and TOWS matrices, and a decision stage using QSPM. The selected strategy is then translated into strategic objectives and action plans using the Balanced Scorecard framework. The findings reveal that RSIA Nabasa's strategic position lies in quadrant V (Hold and Maintain) of the IE matrix and quadrant II (Internal Fix-It) of the TOWS matrix, directing towards a market penetration strategy. This strategy is elaborated into 12 strategic objectives and 31 action plans across 4 perspectives of the Balanced Scorecard. The recommended flagship programs include service quality improvement, cost efficiency, human resource development, and technology optimization. The strategy implementation plan is developed for a 5-year period with a clear roadmap, performance indicators, and targets. Key managerial implications encompass strengthening the marketing

function, developing an information system, organizational alignment, and regular monitoring and evaluation. This study also recommends the adoption of an omnichannel marketing strategy to enhance customer reach and deliver a consistent service experience. The results of this research contribute to the body of knowledge in strategic management, particularly in the context of healthcare organizations. The proposed strategic plan and implementation roadmap serve as a guiding framework for RSIA Nabasa to navigate the dynamic healthcare landscape, optimize its resources, and deliver superior value to its stakeholders. Furthermore, the recommendation to embrace omnichannel marketing highlights the importance of integrating digital and physical touchpoints to create a seamless patient experience in the digital era.