

Implementation of the Service Strategic Plan at the Nene Mallomo Regional General Hospital

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ABSTRACT

Hospitals are one of the most important parts of the health care system. The hospital functions as a referral place from other referral places, so the hospital as a health service institution also carries out health efforts with a preventive, promotive, curative and rehabilitative approach. This research aims to describe, summarize various conditions, various situations, or various phenomena of reality that are happening in society. This research uses qualitative techniques with a descriptive approach. The instruments used are interview guidelines, notebooks, stationery, recording devices and cameras. The research was conducted in July-August 2022. The main informants in this study were the Deputy Director of Services, Head of Planning and Programs, Head of Service, and Head of General and Administrative Subdivisions. In addition, the main informants in this study also included staff at RSUD Nene Mallomo. There are steps taken by Nene Mallomo Hospital in Sidrap Regency, which is one of the steps taken to analyze the conditions in the hospital both from an external and internal perspective. However, at the time of making the strategic plan that was carried out, it also paid attention to the law and also various ministerial regulations to regional regulations.

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1. INTRODUCTION

According to the Decree of the Minister of Health of the Republic of Indonesia No. 340/MENKES/PER/III/2010 a hospital is a health service institution that organizes full individual health services that provide inpatient, outpatient and emergency services. For this reason, hospitals must prepare strategic plans, and serve as the basis for policies which of course must be continuously adapted to the dynamics that develop in society, as well as developments in science and technology and environmental conditions, both internal and external environment.

In general, the currently available health facilities and personnel are very adequate and play an important role in improving the health status of the community, but the convenience of the community in accessing health facilities and personnel influences one another. Likewise with services at Nene Mallomo Hospital (Nemal Hospital) Sidrap, which is located in Pangkajene City. Nene Mallomo Hospital is a regional public hospital owned by the government and is a type C hospital located in the Sidenreng Rappang Regency, South Sulawesi. Nene Mallomo Hospital provides services in the health sector which are supported by the services of specialist doctors and supported by other medical facilities.

In addition, Nene Mallomo Hospital is also a referral hospital for level 1 health facilities, such as a health center or clinic. This makes Nene Mallomo Hospital pay close attention to its service performance. In fact, Nene Mallomo Hospital has not maximized its performance in providing services to patients. This can be seen from the performance indicators of hospital services which can be said to be not good because they are not in accordance with the ideal values as stipulated by the Ministry of Health in 2021. According to Heryant (2013) service performance indicators for a hospital include Bed Occupancy Ratio (BOR), Average Length of Stay (ALOS), Turn Over Interval (TOI), Gross Death Rate (GDR), Net Death Rate (NDR), and so on.

In 2018 it was 79%, decreased in 2019 to 75%, 2020 decreased to 73%, and in 2021 to 45%. Judging from the occupancy rate (BOR) which does not meet the standards it only reaches 45% while the standard value determined by the Ministry of Health for the BOR indicator is 60-80% and the length of time a patient chooses to be treated (LOS) who does not meet the standard is 2 days, based on the Ministry of Health's determination is 6-9 days. The existence of several performance indicators for hospital services and SPM that are not in accordance with this ideal figure is an indication that hospital performance has not been realized optimally, so that it can affect the output that the hospital wants to achieve, namely quality and good services.

In addition, the implementation of strategic planning at Nene Mallomo Hospital has not been maximized because it has not carried out a comprehensive management analysis, however, management analysis was carried out only in one unit, namely the medical record unit. In fact, when viewed from the theory described above, strategic planning also has an influence on hospital performance. The implementation of strategic planning that has not been maximized is due to a lack of human resources with an educational background in health management and the tendency for human resources at Nene Mallomo Hospital to have multiple jobs so that the focus is divided. Based on this, it is necessary to study strategic planning for hospitals at Nene Mallomo Hospital.

Hospital leaders admit that strategic planning is an important management tool, however, strategic planning is still a problem because of the various obstacles faced to be able to arrange it properly and precisely. The fundamental obstacle concerns human resources (HR) and data/information constraints which greatly determine the quality and accuracy of the strategic plan (renstra). The existence of these various obstacles makes strategic planning not yet optimal as an important management tool that is urgently needed in dealing with environmental changes that change so rapidly. Based on the number of patients from 2019, the number of 9,413 patients decreased to 7,000 patients in 2020, then in 2021 the number of inpatient visits increased to 8,522 patients.

The results of a preliminary study conducted in the field by studying the 2018-2023 strategic plan there are problems and strategic issues at Nene Mallomo Hospital every year making the management of Nene Mallomo Hospital experience difficulties in anticipating an increase in the number of patients. So planning for the future can not be done properly. One of the contributing factors is because the hospital does not yet have a strategic plan that is agreed upon by all parties involved in decision-making. Because so far the various decisions taken by the management are intuitive and lack planning so that the results achieved are less than optimal.

2. METHOD

This study used qualitative techniques with a descriptive approach. The instruments used were interview guides, notebooks, stationery, tape recorders, and cameras. The time of research was conducted in July-August 2022. The main informants in this study were the Deputy Director of Services, Head of Planning and Programs, Head of Services, and Head of the General and Administration Sub-Division. In addition, the main informants in this study also included staff at Nene Mallomo Hospital.

3. RESULTS AND DISCUSSION

Characteristics of Informants

Table 1. Characteristics of Informants

Informan	Age	Gender	Final Education	Position	Information
SU	47 years	Woman	S2	Hospital Director	IK
MY	39 years	Man	S2	Deputy Director of RS	IU
MS	52 years	Man	S2	Head of Medical Services	IU
IW	52 years	Man	S2	Head of Service Department	IU
MH	47 years	Man	S2	Head of Sub	IU
PK	39 years	Man	S2	General and Administration Section	IU

Preparation of Strategic Plan for Nene Mallomo Hospital in Analyzing and Identifying the External and Internal Environments

An analysis of the external and internal environment is carried out to assess the weaknesses and strengths of the hospital and adapt it to its uniqueness. Based on the results of the interviews conducted during the research, the researchers obtained the following answers:

"Everyone is involved, both the medical team and non-medical team" (MY, 39 years).

"Involved, involved in meetings with management, see straight down what conditions are like, after that evaluate, plan follow-up" (MS, 52 years).

"Involved, to do internal and external analysis" (IW, 52 years).

"Involved to find out the overall condition of the hospital" (MH, 47 years).

"Yes, all were involved in identifying the hospital environment" (PK, 39 years).

From the results of the interviews above, all of the main respondents answered the same thing, where all fields were involved in making the strategic plan, this was corroborated by statements from key informants who said that:

"Yes, everyone is involved, not only medically but also non-medically. Everyone is involved so that the identification process is as expected" (SU, 47 years).

So from the results of the interview excerpts above, the researcher concluded that in the process of preparing the strategic plan, the hospital did not only involve one party but involved all parties in the hospital.

Based on the results of research conducted by researchers through interviews with informants at the Nene Mallomo Regional General Hospital, in carrying out the process of identifying and analyzing the internal and external environment of the organization, all parties in the hospital were involved, both medical teams and non-medical teams, this was done in order to maintain quality. hospitals and improve service quality. This is in line with Clarke & Fullen, in Ida Wulandari (2018) who said that policies that are not accompanied by agreement among all stakeholders will have a significant influence on the strategic management process.

So that according to the view of researchers, the involvement of all organizational fields in the hospital is very necessary. This is based on the resource-based view of the firm (RBV), the resources owned by the hospital can be a source that makes it possible to estimate and implement strategies that can increase the efficiency and effectiveness of the hospital (Barney, 1991). Hospital resources and capabilities are the basic principles of strategy and determinants of hospital profitability (Grant, 1997; Collis & Montgomery, 1998).

The identification that is carried out must also consider the existing situation in the local area, customs and cultural factors that exist and the rules that have been issued by the government so that when implemented, there are no protests or violations that occur in hospitals or health workers. health. Given that the environment is an important factor, the Nene Mallomo Hospital continues to try to involve all HR institutions in the hospital in analyzing its environment both externally and internally.

Basis Used in Determining Hospital Strategy

Based on the results of interviews conducted by researchers related to the basis used in preparing the strategic plan at the hospital, the researchers obtained the following answers:

"Basic services are based on laws, regent regulations, local government regulations, ministerial regulations. As for the involvement itself, we said that the meeting with the leadership was related to the basis of the service" (MY, 39 years).

"For the basis used, such as regent regulations, Permendagri, Permenkes and government regulations. Yes, we were involved in holding meetings with other directors and officials" (MS, 52 years).

"Permenkes, Permendagri, regional regulations and laws regarding health. It must be involved to see which rules can be applied in the hospital" (IW, 52 years).

"There are many bases that are used, including the regulation of health, the regulation of the Minister of Home Affairs, the regional regulations. Of course I was involved, we held a meeting with the leadership to discuss which one was suitable for our hospital" (MH, 47 years).

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"There are many bases that we use, among them, Permenkes, Permendaagri, Perda" (PK, 39 years).

From the results of interviews obtained by researchers with all the main respondents regarding the basis used in preparing the strategic plan, all respondents answered the same thing where in making the basic strategic plan used, namely UU, Permendagri, Permenakes and also Perda. This was also reinforced by statements from key informants who said that:

"In terms of determining the hospital strategy, the references are the Minister of Health, Perda, Perda, Law, after that we held a meeting to review the basis for making this strategy" (SU, 47 years).

So that from the results of the interview excerpts above, the researcher can conclude that in preparing the strategic plan, the hospital uses the right basis, namely the basis of the Law, Permenkes, Permendagri, and other ministerial regulations and local regulations in the local area. In addition, the hospital also involves all stakeholders in the hospital.

Based on the results of research conducted by researchers through interviews with informants at the Nene Mallomo Regional General Hospital that the strategic plan for the hospital was based on Laws, Permenkes, Regional Regulations and Government Regulations. This is also carried out by several hospitals in Indonesia such as the Surabaya Hajj General Hospital where the strategic plan for the Surabaya Hajj Hospital is based on statutory regulations, Permenkes, regional regulations and government regulations. In line with the results of research conducted by Irmayani et al (2016) on Opportunity points, laws and Permenkes are the basis for preparing a hospital strategic plan.

The same thing was also expressed by Nabila (2018) that the formulation of a Strategic Plan at Srikandi Ibi Hospital Jember was based on HBL (hospital by laws) which contained regulations or policies. So, according to the researcher's point of view, the process of preparing a hospital strategic plan really needs to be based on regulations so that during the preparation of the strategic plan and also during implementation it does not deviate from the various rules that have been made by the government, both central and regional, this is bearing in mind that hospitals are health institutions that are bound according to published regulations.

Therefore, when preparing the strategic plan, it must be in accordance with the various rules and regulations that apply. The strategy made must also rely on the needs of the community and also the needs of the hospital itself, so that when applied to these services it is in accordance with what is happening.

Separate Service Strategy

Based on the results of interviews conducted by researchers related to a separate service strategy, the researchers obtained the following answers:

"In terms of strategy, we have yes, and we are still guided by the existing rules" (MY, 39 years).

"For a separate strategy in service, we also implement and remain guided by existing regulations" (MS, 52 years).

"As we know that in determining policies, we are guided by existing regulations, so we also have our own strategy" (IW, 52 years).

"Yes, we also apply our own strategy, but we still adhere to the existing rules" (MH, 47 years).

"We have our own strategy, and we are guided by existing regulations" (PK, 39 years).

From the results of interviews conducted by researchers with key informants related to separate service strategies, it turned out that all respondents answered the same thing where all fields have their own service strategies which are still based on the basic strategy of the hospital. This was also reinforced by the key informant's statement, which said that:

"We give each sector the authority to make its own rules which must still be guided by the existing regulations, may not deviate from the rules that have been set" (SU, 47 years).

So that from the results of the interview excerpts above, the researcher can conclude that the hospital in each field has its own rules in the service strategy that are guided by the rules set by the hospital based on the Law, Permenkes, Permendagri and Perda.

Based on the results of research conducted by researchers through interviews with informants at the Nene Mallomo Regional General Hospital that in developing strategies in each field has its own strategy which is carried out in accordance with the hospital strategic plan guidelines, the involvement

of members in the hospital continues to be involved in the process of formulating a strategy in terms of service, bearing in mind that the ideas and ideas offered by each person are of course very useful for the situations and conditions that exist in the hospital.

Because of course they have their own point of view with various events or conditions that exist in the environment they encounter, therefore all stakeholders in the hospital need to be involved, but all of that remains in the rules that have been made and cannot leave or stray. This is in line with the results of research conducted by Nabila (2018) where each unit at the Ibi Srikandi Hospital has developed its own strategy which remains in line with the hospital's strategy.

Based on the discussion above, according to the researcher's view, in developing a strategic plan for each unit/section in the hospital, it is necessary to develop an agreed strategy, but in the development process it is still guided by the hospital strategy that has been made in accordance with applicable regulations. Because the involvement of the people in the hospital is so important, the ideas and ideas that come out based on their point of view must also be considered in formulating the service strategy in the hospital.

Perform Hospital Business Change Analysis

Based on the results of the interviews conducted during the research related to the analysis of changes in the hospital business, the researchers obtained the following answers:

"Yes, there is always an analysis to develop the hospital, so that the hospital develops. Then the analysis was able to make a good strategy, it is proven that until now the hospital management is still developing" (MY, 39 years).

"Yes, like doing an analysis so that the hospital continues to grow. And the analysis that was carried out was able to make good changes" (MS, 52 years).

"Yes, and the analysis is able to make a good strategy for the hospital" (IW, 52 years).

"Of course we will continue, because we always work with various sectors to improve hospitals" (MH, 47 years).

"Yes, the analysis is good enough in the hospital's strategy" (PK, 39 years).

From the results of the interviews above conducted by the researcher regarding the analysis of business changes to several key informants, the researcher obtained the same answer that the hospital always carries out a change analysis so that the hospital can develop. This was also corroborated by the key informant's statement, which said that:

"Yeah, yeah like that. The strategy of course is improved human resources, budget regulations, training. For example, the doctor is not available, the doctor is on vacation, he asks for HR analysis" (SU, 47 years old).

The results of the interview excerpts above, the researcher can conclude that the analysis has been carried out in changing the hospital business and the analysis is good enough in the business changes implemented in the hospital.

Based on the results of research conducted by researchers on informants in hospital business changes, analysis has been carried out, and this analysis is good enough in business changes implemented in hospitals so that hospital management is also growing. This is in line with the results of research conducted by Papadopoulos (2020) which states that the Covid-19 pandemic has made companies face many challenges and uncertainties, so companies must also be able to develop action strategies and scenarios to prepare for the future.

The same thing was conveyed by Fini Fajrini (2020) that the impact of the Covid-19 pandemic has developed into a health, economic and humanitarian crisis. This has prompted a change in the market architecture, where every company or business organization, including hospitals, needs to reconsider its marketing strategy in dealing with the Covid-19 pandemic. Based on the discussion above, in the view of researchers in implementing the hospital strategic plan, it is necessary to always review and analyze to improve the development of the hospital.

Given that the situation and conditions change in a place, both in the social environment and the hospital itself, and also competition with other areas that are so developed, Nene Mallemo Hospital also continues to analyze all needs and the environment and the deficiencies that occur, so that the services provided must continue to improve and also improving patient health remains a top priority, because it

is in accordance with the goals of the hospital and that is also part of the responsibility of the health workers, therefore an analysis of changes in the hospital must be carried out, so that the quality of the hospital sick is getting better.

4. CONCLUSION

The results of the study can be concluded that: 1) The steps taken by Nene Mallomo Hospital in Sidrap Regency are one of the steps taken to carry out an analysis of the conditions at the hospital both from an external and internal perspective, 2) At the time of making the strategic plan that was implemented it also took into account the Law as well as various ministerial regulations to regional regulations. Given that the hospital is an institution that is still bound by various government regulations, when preparing a strategic plan or when implementing it, it must be in accordance with the rules, 3) In the increasingly fierce competition in the current era, Nene Mallomo Hospital also gives authority to sub-sections to make a strategic plan in order to improve service quality and also advance hospital quality, due to increasingly fierce competition, Nene Mallemo Hospital is also building cooperation in various agencies, 4) In the analysis process, Nene Mallomo Hospital has made changes to the hospital business, and the analysis is sufficient both in business changes implemented in hospitals so that hospital management is also growing.

The author also suggests that: 1) Nene Mallomo Hospital should also provide an opportunity for the community to submit complaints and public health conditions, so that during the implementation of the strategic plan a program can be made that is in accordance with what is happening in the community's conditions, 2) Nene Mallomo Hospital must involve the puskesmas as a first level services in terms of prevention and also treatment in the community, so that it also becomes an additional reference in formulating the hospital strategic plan, 3) Nene Mallomo Hospital must continue to control the strategic plan and also during implementation, this is done so that things don't go wrong with various regulations in force.

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