



ABSTRACT

The maternal healthcare sector plays an important role in supporting maternal and neonatal well-being in Indonesia. Along with increasing awareness of maternal mental health, birth trauma, and the importance of continuous and patient-centered maternity care, the demand for comprehensive maternal health services continues to grow. However, private maternal clinics in Indonesia face significant regulatory and financial constraints, particularly within the national healthcare system and reimbursement structure.

Bidan Kita is a private maternal healthcare clinic in Klaten Regency that currently operates as a Primary Outpatient Clinic and aims to transform into a Primary Inpatient Clinic as an intermediate step toward becoming a Mother and Child Hospital (RSIA). This research aims to design a business plan that supports Bidan Kita's institutional transformation while maintaining service quality, operational sustainability, and financial feasibility.

This research is a descriptive study using qualitative methods supported by quantitative methods. Data were obtained through in-depth interviews with internal stakeholders, healthcare practitioners, and regulators; patient surveys based on the empathy map framework; on-field observations; and secondary data from regulatory documents and internal financial records. The collected data were analyzed to develop strategic, operational, human resource, marketing, and financial plans, followed by a business feasibility analysis.

Based on the financial feasibility analysis using a discount factor of 10%, the project generates an internal rate of return (IRR) of 26%, a net present value (NPV) of IDR 7,399,949,001, and a payback period of approximately five years and five months. These results indicate that the proposed business plan meets financial feasibility criteria. Therefore, it can be concluded that Bidan Kita's business transformation plan toward a Primary Inpatient Clinic is feasible to be implemented.

Keywords: *Business Plan, Maternal Healthcare, Inpatient Clinic Transformation, Sustainable Growth*