

INTISARI

Latar Belakang: Layanan terapi bagi anak berkebutuhan khusus memerlukan pembiayaan jangka panjang karena bersifat berkelanjutan, multidisiplin, dan berulang. Keterbatasan cakupan pembiayaan rutin menyebabkan sebagian kebutuhan terapi belum terpenuhi secara optimal. Kabupaten Gresik sebagai kawasan industri memiliki potensi *Corporate Social Responsibility* (CSR) yang dapat dimanfaatkan sebagai mekanisme pembiayaan alternatif-komplementer untuk memperluas akses layanan terapi.

Tujuan: Penelitian ini bertujuan merumuskan strategi perluasan akses *Corporate Social Responsibility* (CSR) sebagai mekanisme pembiayaan alternatif-komplementer bagi layanan terapi anak berkebutuhan khusus di RS Grha Husada Gresik.

Metode: Penelitian ini merupakan studi kasus eksploratif dan menggunakan desain kasus tunggal terjal (*embedded single-case design*). Informan dipilih secara purposive yang terdiri atas perwakilan rumah sakit, perusahaan, dan pemerintah daerah. Pengumpulan data dilakukan melalui wawancara mendalam dan telaah dokumen. Analisis data dilakukan melalui reduksi data, penyajian data, penarikan kesimpulan, triangulasi sumber, serta analisis SWOT.

Hasil: Penelitian menunjukkan bahwa Kabupaten Gresik memiliki potensi besar dalam pengembangan pembiayaan layanan terapi melalui CSR yang didukung oleh karakteristik wilayah industri, regulasi, dan keberadaan perusahaan. Pemanfaatan CSR untuk layanan terapi anak berkebutuhan khusus masih belum menjadi prioritas program perusahaan. Analisis stakeholder menunjukkan perusahaan memiliki sumber daya dan kewenangan dalam pelaksanaan CSR, rumah sakit memiliki kapasitas teknis dan legitimasi pelayanan, sedangkan pemerintah daerah berperan dalam penguatan regulasi, koordinasi, dan sinkronisasi program. Analisis SWOT menempatkan strategi pengembangan pada pemanfaatan kekuatan internal dan peluang eksternal melalui penguatan tata kelola rumah sakit, pemetaan perusahaan potensial, penyusunan paket program CSR berbasis kebutuhan, pengembangan kemitraan multipihak, serta mekanisme seleksi, pelaporan, dan evaluasi yang transparan.

Kesimpulan: CSR berpotensi menjadi mekanisme pembiayaan alternatif-komplementer yang mendukung keberlanjutan layanan terapi anak berkebutuhan khusus tanpa menggantikan sistem pembiayaan kesehatan nasional. Optimalisasi pemanfaatan CSR memerlukan tata kelola yang akuntabel, kolaborasi lintas sektor, serta strategi kemitraan yang terstruktur agar mampu memperluas akses terapi secara berkelanjutan.

Kata Kunci: *Corporate Social Responsibility*, Terapi Anak Berkebutuhan Khusus, Pembiayaan alternatif-komplementer, manajemen rumah sakit, *Stakeholder Theory*, *Institutional Theory*, analisis SWOT.

ABSTRACT

Background: *Therapy services for children with special needs require long-term, continuous, and multidisciplinary interventions. However, limitations in routine healthcare financing often leave some therapy needs unmet. As an industrial region, Gresik Regency has substantial Corporate Social Responsibility (CSR) potential that can be utilized as an alternative-complementary financing mechanism to expand access to therapy services.*

Objective: *This study aimed to formulate a strategy for expanding access to Corporate Social Responsibility (CSR) as an alternative-complementary financing mechanism for therapy services for children with special needs at Grha Husada Hospital, Gresik.*

Methods: *This research is an exploratory case study and employs an embedded single-case design. Informants were selected through purposive sampling and included representatives from the hospital, companies, and local government. Data were collected through in-depth interviews and document reviews. Data analysis involved data reduction, data display, conclusion drawing, source triangulation, and SWOT analysis*

Results: *The findings indicate that Gresik Regency has significant potential to develop CSR-based financing for therapy services, supported by its industrial characteristics, regulatory framework, and the presence of numerous companies. Nevertheless, therapy services for children with special needs have not yet become a priority within corporate CSR programs. Stakeholder analysis revealed that companies possess financial resources and CSR authority, hospitals have technical capacity and service legitimacy, while local government plays a strategic role in strengthening regulations, coordination, and program integration. The SWOT analysis suggests that the most appropriate strategy is to capitalize on organizational strengths and external opportunities by strengthening hospital governance, mapping potential CSR partners, developing need-based CSR program packages, establishing multi-stakeholder partnerships, and implementing transparent beneficiary selection, reporting, and evaluation mechanisms.*

Conclusion: *Corporate Social Responsibility has the potential to serve as an alternative-complementary financing mechanism that supports the sustainability of therapy services for children with special needs without replacing the national health financing system. Optimizing CSR utilization requires accountable governance, cross-sector collaboration, and structured partnership strategies to ensure sustainable expansion of access to therapy services.*

Keywords: *Corporate Social Responsibility, Children with Special Needs, Alternative-Complementary Financing, Hospital Management, Stakeholder Theory, Institutional Theory, SWOT Analysis.*