

## INTISARI

Latar belakang: Konsep manajemen strategis belum optimal dilakukan oleh RS Rajawali Citra. Isu pengembangan dan penyusunan rencana strategi sudah dilakukan tetapi lebih kepada kepentingan pengurusan akreditasi. Selain itu ada beberapa tema yang menjadi pemikiran pimpinan RS Rajawali Citra yakni tentang program JKN, banyaknya rumah sakit yang berjarak dekat dengan RS Rajawali Citra, dan peningkatan jumlah masyarakat di sekitar RS Rajawali Citra. Untuk itu dibutuhkan rekomendasi formulasi strategi.

Tujuan: Penelitian ini bertujuan untuk menyusun rekomendasi formulasi strategi bagi RS Rajawali Citra dengan berbasis evaluasi misi, visi dan analisis SWOT.

Metode: Penelitian ini menggunakan metode kualitatif dengan jenis studi kasus. Narasumber pada penelitian ini yakni pimpinan Yayasan Rajawali Citra dan RS Rajawali Citra. Instrumen penelitian yang digunakan yakni pedoman wawancara mendalam, pedoman wawancara kelompok fokus dan data sekunder rumah sakit.

Hasil dan pembahasan: Hasil eksplorasi misi dan visi menghasilkan 5 poin misi dan 5 poin visi. Analisis lingkungan internal menggunakan Model Rantai Nilai dari Porter dan analisis lingkungan eksternal menggunakan Model Analisis Lingkungan Sistem Pelayanan Kesehatan. Hasil analisis SWOT menghasilkan 17 kekuatan, 15 kelemahan, 6 peluang dan 4 ancaman. Penyusunan matriks SWOT menghasilkan: 5 strategi SO, 2 strategi WO, 2 strategi ST, dan 2 strategi WT. Rekomendasi strategi bagi RS Rajawali Citra yakni: strategi tujuan berupa rekomendasi pernyataan misi dan visi, strategi biaya rendah, strategi implementasi, strategi penetrasi, strategi pengembangan pasar dan strategi pengembangan produk

### Kesimpulan dan saran:

Kesimpulan: Perumusan kembali misi dan visi RS Rajawali Citra berdasarkan hasil eksplorasi misi dan visi. Dari hasil perumusan misi dan visi, analisis lingkungan internal dan eksternal, serta analisis SWOT dirumuskan rekomendasi formulasi strategi yakni strategi tujuan berupa rekomendasi pernyataan misi dan visi, strategi biaya rendah, strategi implementasi, strategi penetrasi, strategi pengembangan pasar dan strategi pengembangan produk .

Saran: Menyusun dan menetapkan misi, visi berdasarkan hasil eksplorasi misi, visi dan rekomendasi misi, visi. Melakukan kajian terhadap layanan yang diunggulkan karena terkait dengan kesiapan sarana. Melakukan perencanaan pelaksanaan strategi untuk mencapai misi dan visi RS Rajawali Citra.

Kata kunci: *misi dan visi, analisis lingkungan internal dan eksternal, analisis SWOT, strategi*

## STRATEGY FORMULATION BASED ON MISSION EVALUATION, VISION AND SWOT ANALYSIS AT RAJAWALI CITRA HOSPITAL

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### ABSTRACT

**Background:** The concept of strategic management was not done optimally by Rajawali Citra Hospital. Issues of development and preparation of strategic plans have been done but more to the interests of accreditation. In addition there are several themes that became the thought of the leadership of Rajawali Citra Hospital that is about JKN program, the number of hospitals near around of Rajawali Citra Hospital, and increasing the number of people around of Rajawali Citra Hospital. Therefore, recommendations for strategy formulation are required.

**Objective:** This research aims to arrange recommendation of strategy formulation for Rajawali Citra Hospital based on mission evaluation, vision and SWOT analysis.

**Method:** This research used qualitative method with case study type. The interviewees of this research is the leader of Rajawali Citra Foundation and Rajawali Citra Hospital. The instruments used in-depth interview guides, focus group interview guidelines and hospital secondary data.

**Results and discussion:** The mission and vision exploration results got 5 mission points and 5 vision points. Analysis of the internal environment used Porter Value Chain Model and the analysis of the external environment used Environmental Health Systems Analysis Model. Results of SWOT analysis got 17 strengths, 15 weaknesses, 6 opportunities and 4 threats. The compilation of the SWOT matrix results got 6 SO strategies, 2 WO strategies, 2 ST strategies, and 2 WT strategies. Strategy recommendation for Rajawali Citra Hospital namely: objective strategy in the form of recommendation of mission statement and vision, cost leadership strategy, implementation strategy, penetration strategy, strategy of market development and product development.

#### **Conclusion and Suggestion:**

**Conclusion:** Re-formulation of mission and vision of Rajawali Citra Hospital based on the result of exploration mission and vision. From the results of mission and vision formulation, internal and external environment analysis, and SWOT analysis was formulated as recommendations for strategy formulation such as objective strategy in the form of recommendation of mission statement and vision, cost leadership strategy, implementation strategy, penetration strategy, strategy of market development and product development.

**Suggestion:** Compile and define mission, vision based on mission exploration and vision and vision mission recommendations. Reviewing services that are featured because they are related to the readiness of the facility. Planning implementation strategy to achieve mission and vision RS Rajawali Citra.

Keywords: mission and vision, internal and external environment analysis, SWOT analysis, strategy