



## ABSTRAK

**Latar belakang:** Untuk menghadapi dan memenangkan persaingan, setiap organisasi harus mempunyai keunggulan kompetitif yang bertahan lama dan memberi manfaat jangka panjang yang didasarkan pada strategi. Karenanya, RSI PKU Muhammadiyah Palangkaraya perlu memformulasikan strategi dan mengimplementasikannya.

**Tujuan:** Menganalisis lingkungan eksternal dan internal, memformulasikan strategi RSI PKU Muhammadiyah Palangkaraya, dan mengidentifikasi indikator – indikator sebagai alat ukur pencapaian atau implementasi strategi yang sudah diformulasikan tersebut.

**Metode:** Penelitian ini merupakan penelitian terapan (*applied research*) yang menggunakan rancangan penelitian studi kasus. Penelitian dilakukan di RSI PKU Muhammadiyah Palangkaraya selama Desember 2018. Desain pengambilan sampel adalah teknik *sampling* non probabilitas berdasarkan pertimbangan tertentu (*judgement sampling*). Data primer didapatkan melalui wawancara mendalam dan kuisioner yang diwawancarakan, sedangkan data sekunder didapatkan dengan studi dokumen dari berbagai sumber (Dinas Kesehatan Palangkaraya, Badan Pusat Statistik Palangkaraya, BPJS Kesehatan Palangkaraya, data internal rumah sakit, data rumah sakit pesaing).

**Hasil :** Dari analisis Five Force didapatkan : ancaman pendatang baru : *high force*, ancaman produk pengganti : *low force*, daya tawar pemasok : *moderate force*, daya tawar pembeli : *low force*, persaingan industri : *high force*. Analisis lingkungan internal didapatkan : kekuatan : sumber pendapatan dari *core business*, jadwal praktik dokter dan ketersediaan tempat tidur dipublikasikan di sistem rujukan berjenjang online BPJS, telah bekerjasama dengan berbagai sumber pembiayaan kesehatan, periode penagihan piutang memenuhi standar, loyalitas pelanggan cukup tinggi, jenis dokter spesialis/sub spesialis memenuhi standar, kelemahan : ketidakpuasan pasien rawat jalan, struktur organisasi belum mengantisipasi kebutuhan RS dan tuntutan eksternal, riset pasar belum pernah dilakukan, penyelesaian berkas administrasi setelah pelayanan belum pernah dievaluasi, sebagian SPO masih belum disusun, alur pelayanan belum jelas.

**Kesimpulan:** Strategi yang relevan dengan lingkungan saat ini adalah strategi mempertahankan lingkup (*maintain of scope / stability strategy*). Indikator yang dapat digunakan sebagai alat ukur pencapaian atau implementasi strategi antara lain : Return On Investment (ROI), Return On Equity (ROE), *repurchase rate*, *number of referral*, penambahan jadwal poliklinik spesialis, pembukaan layanan unggulan, jumlah SPO dan alur pelayanan, tingkat penggunaan SIMRS untuk Sistem Pemrosesan Transaksi, tingkat penggunaan SIMRS untuk Sistem Informasi Manajemen)

**Kata kunci:** RSI PKU Muhammadiyah Palangkaraya, analisis lingkungan, formulasi strategi, indikator - indikator pencapaian atau implementasi strategi.



## ABSTRACT

**Background :** To face and win competition, every organization has to have durable competitive advantages which are long lasting and able to give long-term benefits. These sort of advantages had to be based on strategies. Therefore, PKU Muhammadiyah Palangkaraya Islamic Hospital had to formulate and implement their strategies.

**Purpose :** Identify and analyze PKU Muhammadiyah Palangkaraya Islamic Hospital's external and internal environment, formulated its strategies, and identified factors which could be used as the achievement measurement or formulated strategies implementations.

**Method :** This research was an applied research. Case study research design was used to answer the research purposes. The research were conducted in PKU Muhammadiyah Palangkaraya Islamic Hospital in December 2018. Sampling design was non-probability sampling (judgment sampling). Primary data were gained by using in-depth interview and interviewed questioner, while secondary data were gained from various sources of study documents (Dinas Kesehatan Kota Palangkaraya, Badan Pusat Statistik Palangkaraya, BPJS Kesehatan Palangkaraya, the hospital's internal data, and competitor hospitals' data).

**Result :** Five Force analysis obtained : threat of new entrants : high force, threat of substitute : low force, bargaining power supplier: moderate force, bargaining power of buyers: low force, industry rivalry : high force. Internal environment analysis obtained : strength : revenue obtained from core business, practice schedule and bed availability published on online referral system BPJS, has collaborated with various sources of health financing, accounts receivable billing period already meet the standards, customer loyalty is high enough, the type of specialists/sub specialists meet the standards ; weakness : outpatients dissatisfaction, organizational structure is not yet anticipate hospital needs and external demands, market research has not been done, after service administrative file completion has never been evaluated, most SPO has still not drawn up, the flow of services is not yet clear

**Conclusion :** The external environment were moderate-attractive hospital industry was faced almost equally by PKU Muhammadiyah Palangkaraya Islamic Hospital's internal business power. Relevant strategies for the current environments were maintain of scope/stability strategy, with enhancement and status quo strategy as the alternative strategies. Indicators which could be used to measure strategies implementations were: Return of Investment (ROI), Return of Equity (ROE), repurchase rate, number of referral, polyclinic specialist's schedule addition, center of excellence opening, SOP amount and service flow, SIMRS use rate for Transaction Processing System, SIMRS use rate for Management Information System.

**Keywords :** PKU Muhammadiyah Palangkaraya Islamic Hospital, external and internal analysis, strategy formulation, strategy implementation.