

INTISARI

Latar belakang: Di era globalisasi, sistem jaminan kesehatan nasional (JKN) sangat mempengaruhi sub sistem pelayanan di RS. Sehingga melalui manajemen strategis yang diawali dengan proses perencanaan, pelaksanaan dan sistem kontrol menjadi suatu kebutuhan untuk meningkatkan mutu pelayanan. RSUD Ba'a didirikan sejak tahun 1980, merupakan satu-satunya RS di Kabupaten Rote Ndao dan memiliki 54 TT. Selama 36 tahun pelayanan belum memiliki izin operasional tetap. Kualifikasi yang dimiliki tipe D belum terakreditasi, memiliki pelayanan spesialisasi dasar interna dan kandungan, belum menerapkan badan layanan umum daerah (BLUD). Melalui evaluasi Renstra diharapkan dapat mengetahui relevansi perencanaan dengan situasi saat ini, sasaran yang akan dicapai dan memberikan umpan balik sebagai proses pembelajaran untuk melakukan perubahan organisasi menuju kinerja yang lebih baik.

Metode: Studi kasus tunggal holistik deskriptif. Subjek penelitian adalah tim penyusun Renstra, dokter umum, dokter gigi, dokter spesialis RSUD Ba'a, Kepala Bappeda, Ketua Komisi B DPRD Kabupaten Rote Ndao. Unit analisis adalah proses dan isi Renstra. Instrumen penelitian adalah panduan wawancara, *check list* untuk observasi dokumen, *tools* penilaian visi misi. Analisis yang digunakan adalah analisis data deskriptif.

Hasil: RS memiliki dokumen Renstra selama 2 periode, Renstra yang dilakukan hanya untuk memenuhi kewajiban RS sebagai SKPD sesuai dengan regulasi. Tim penyusun Renstra dibentuk berdasarkan struktur organisasi RS yang mewakili semua bagian, bidang dan unit kecuali staf medis, tetapi pelaksanaannya hanya dilakukan oleh bidang perencanaan dan dikoreksi oleh direktur. Perencanaan yang dipahami oleh staf adalah perencanaan tahunan. Direktur dan tim manajemen belum memahami renstra dan manajemen strategis. Pengalaman direktur mengelola RS dirasakan masih sedikit. Belum pernah mengikuti pelatihan renstra. SDM pendukung di manajemen belum sesuai dengan kompetensi. Dukungan data belum memadai, hasil evaluasi kinerja pelayanan SPM tidak valid, karena tidak ada dokumentasi proses evaluasi kinerja pelayanan di RS. Dukungan pemda terhadap sumber daya RS terbatas, dan kewenangan yang terpusat pada pemda dengan birokrasi yang panjang menyebabkan kegagalan renstra sebelum renstra dilakukan, pelaksanaan dan evaluasi.

Kesimpulan: Proses renstra dan evaluasi yang dilakukan hanya diketahui oleh direktur, dan bidang perencanaan. Belum ada kesesuaian antara analisis SWOT RSUD Ba'a dengan situasi saat ini. Belum ada kesesuaian antara analisis SWOT, dan visi misi RSUD Ba'a. Belum ada kesesuaian antara visi, misi, strategi, kebijakan, program dan kegiatan di RSUD Ba'a.

Kata kunci: *rencana strategi, renstra, evaluasi, rumah sakit, analisis SWOT, visi, mission*

ABSTRACT

Background: In globalization era, national health Insurance affects towards sub system services in hospital. Strategic management process begins with planning, implementation and control system became a necessity to improve the quality of hospital services. Ba'a Hospital in Rote Ndao district is the only hospital and had 54 beds, has established since 1980. It had temporary operational license since 2015, never accredited before and and the management have not applied public service agency system. Evaluation of the strategic planning (SP) is expected to find the relevance of planning with the current situation, goals to be achieved and feedback as a learning process for organizational changes to lead a better performance.

Methods: Study design was descriptive case study single holistic. The research subjects are strategic planning team, general practitioners, dentist, physician, head of comission B Regional House of Representatives in Rote Ndao. The analyse unit was the process and the content of the SP. The instrument was the interview guide, a checklist for the observation of documents, assessment tools mission and vision. Analyse data with descriptive analysis method.

Results: Hospital has document strategic planning along two periods, strategic planning which only done to fulfill the cumpulsory of hospital as SKPD which fit on regulation. The concepting strategic planning team formed based on hospital organization structure which represent all of the divisions, sector and unit except medical staff, but the implementation only done by planning division and corrected by director. Director and management team don't have understood about strategic planning and strategic management. The director's experience which manage hospital was felt so slightly. Human resources who supported in management have not competence appropriated yet. Supporting data was not appropriate, the evaluation result of quality SPM service was not valid, because no one documentation about work service evaluation process in hospital. The support of district government that concern hospital human resources was limited and authority which centered to district government with losing many times made the failure of strategic planning before, implementation, and evaluation.

Conclusion: Strategic planning and evaluation which done only known by director and planning division. There was not the compatibility between hospitals Ba'a SWOT analysis to the current situation. There was not compatibility between SWOT analysis, Ba'a hospital vision and mission. There was no compatibility between the vision, mission, strategies, policies, programs and activities in Ba'a hospital.

Key Words: *Strategic planning, Evaluation, Hospital, SWOT Analyse, Vision, Mission*