

ANALISIS SITUASI EKSTERNAL DAN INTERNAL POLIKLINIK GIGI RUMAH SAKIT BHAYANGKARA POLDA DIY

Analysis of the External and Internal Situation for Dental Polyclinic of Bhayangkara Polda DIY Hospital

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ABSTRAK

Latar belakang: Sistem pelayanan kesehatan berjenjang pada era JKN menyebabkan sistem pelayanan pada Poliklinik Gigi RS Bhayangkara Polda DIY juga berubah. Hal ini berdampak pada turunnya jumlah kunjungan pasien Poliklinik Gigi non-spesialistik, sedangkan kunjungan pasien Poliklinik Gigi spesialisik mengalami kenaikan yaitu tahun 2013 sebanyak 131 orang, tahun 2014 sebanyak 209 orang, dan tahun 2015 sebanyak 222 orang. Namun kunjungan pasien Poliklinik Gigi spesialisik masih belum maksimal berdasarkan perhitungan standar beban kerja. Dalam menghadapi perubahan tersebut, Poliklinik Gigi RS Bhayangkara harus mampu mengidentifikasi kekuatan, kelemahan, peluang dan ancaman Poliklinik Gigi RS Bhayangkara untuk menentukan strategi pemasaran yang tepat

Tujuan: Analisis situasi eksternal dan internal Poliklinik Gigi RS Bhayangkara Polda DIY.

Metode: Penelitian ini merupakan penelitian kualitatif dengan menggunakan metode deskriptif dengan rancangan studi kasus. Penelitian ini dilakukan dengan wawancara mendalam dan telaah dokumen. Cara pengambilan responden menggunakan *purposive sampling* dan didapatkan sejumlah 9 orang yang berasal dari 7 orang pembuat kebijakan, 2 orang pemberi layanan di RS Bhayangkara Polda DIY. Jumlah pasien tergantung oleh kejenuhan data yang didapat saat penelitian.

Hasil dan Pembahasan: Analisis eksternal menunjukkan adanya peluang dari dukungan dana APBN, tingkat pendidikan dan usia masyarakat, serta kebijakan program JKN. Ancaman muncul dari rumah sakit pesaing, tarif pelayanan gigi INA CBG's yang lebih rendah, dan sistem rujukan JKN yang membagi wilayah rujukan bagi Polri dan keluarganya. Analisis Internal menunjukkan kekuatan dilihat dari lokasi RS yang strategis, poliklinik gigi memiliki drg. Spesialis organik, kepuasan pasien, serta peningkatan pendapatan non-APBN. Kekurangannya dilihat dari kegiatan promosi dan pemasaran yang belum optimal, keterbatasan alkes, tempat parkir dan ruang tunggu yang sempit, serta belum adanya SOP pelayanan spesialis konservasi dan bedah mulut.

Kesimpulan: Poliklinik Gigi RS Bhayangkara memiliki peluang dan kekuatan untuk berkembang namun pihak Rumah Sakit juga perlu mengatasi kelemahan dan ancaman yang ada.

Kata kunci: Situasi eksternal, Situasi internal, analisis SWOT, strategi pemasaran

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ANALYSIS OF EXTERNAL AND INTERNAL SITUATION IN DENTAL CLINIC OF BHAYANGKARA HOSPITAL

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ABSTRACT

Background: Tiered System of Health Services on National Health Insurance Era causes health service system on Dental Clinic of Bhayangkara Hospital also changes. This affects on reducing number of patient visit on non-specialist Dental Clinic, while patient visits on specialist Dental Clinic showed increasing. Patient visits on 2013 amounts of 131 patients, and on 2014 patient visit increasing until 209 patients, and patients visits on 2015 amounts of 222 patients. Although patients visit on Dental Clinic has increased, but based on workload calculation is not optimal. Facing the changes, Dental Clinic of Hospital Bhayangkara should be able to identify strengths, weaknesses, opportunities and threats to determine marketing strategy precisely.

Objective: Analysing external and internal situation on Dental Clinic of Bhayangkara Hospital, Yogyakarta.

Method: The study type was descriptive qualitative. The study design was cases study. Collecting data conducted by indepth interview and document review. Sampling technique by purposive sampling and amounts of 9 informant involved on study consist of 7 informant as policy maker and 2 informant as service provider in Bhayangkara Hospital. Involvement of patient as informant based on data saturation during study.

Result: External analysis showed opportunity by supporting of state budget, level of education and community ages also policy of National Health Insurance. Threat raised from competitor hospital, INA CBG's tariff of Dental Services was cheaper and referral system divided referral area between polices and family. Internal analysis showed strenght of hospital location was strategic, Dental clinic had permanent dental specialist, patients satisfaction and improvement of income from non state budget. The weakness showed less promotional and marketing activity, lack of medical advices, narrow parking area and waiting room also unavailability of Standard Operational Procedure (SOP) about endodontists care and oral surgery.

Conclusion: Dental care of Bhayangkara hospital has opportunity and strenght to competes with others hospital in National Insurance Era, so the leader giving more attention to overcome weakness and threat

Keyword: External Situation, Internal Situation, SWOT Analysis, Marketing Strategy

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