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Pendekatan Manajemen Strategik dalam Upaya Meningkatkan Tingkat Kualitas Pelayanan RS Islam A. Yani Surabaya

Critical Appraisal

Pendekatan Manajemen Strategik dalam Upaya Meningkatkan Tingkat Kualitas Pelayanan RS Islam A. Yani Surabaya

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Strategic Management Approach in an Effort to Increase BOR of Surabaya A.Yani Islamic Hospital

Abstract

Bed Occupancy Rate (BOR) of Surabaya A.Yani Islamic Hospital (SIH) from 2001 until 2004 showed a conspicuous decrease. The problem faced by SIH was the apparent 4.24% decrease of BOR in 2002 descending to 18.19% in 2004. The purpose of this research was to formulate a strategy for Surabaya Islamic Hospital BOR improvement efforts. This was an applied study, done cross-sectional using survey approach. Carried out from April to June 2005, the unit analysis was the Surabaya A. Yani Islamic Hospital. The result of this study revealed that SIH had a frail internal condition i.e. its financial performance: low liquidity ratio, weak capital structure, low activities and profitability ratio. From the human resources availability: proportionally most of the staff were non medical lacking in paramedics. The decline of SIH service performance was shown by the inpatient, out patient, special care and supporting facilities data. From the equipment facilities: both medical and non-medical instruments were out dated especially the old fashioned medical apparatus. The CAI (Company Alignment Index) was 2.51 revealing SIH had a low internal condition below 3, as the organization standard condition value. CSI (Competitive Setting Index) was 3.84 revealing the competition was high due to competitorâ€™s high capability in human resources, technology and finance. The market and hospital policy were the biggest factors of the competitive level-of-change, seen from the change driverâ€™s point. CAP (Company Alignment Profile) and CSP (Competitive Setting Profile) analysis presented CSI (3.84) > CAI (2.51) meaning that SIH was in the position of W-T (Weakness-Threat) with a defensive strategy. The strategic step to be taken was based on SIH position, and the chosen strategy was: strengthening the organization, securing market development, improving internal management (service product and service equipment renovation), innovating basic product (without sophisticated medical technology) and establishing joint venture works. Suggested points are: improvement in human resource management, organization, marketing, finance, quality and logistics; in-line with the formulated strategy. Building commitment and partnership with the specialists and co-workers. Be flexible anticipating the change in hospital paradigm.

Keyword : strategic, management, (vision, mission, core, belief, value motto, CAP, CSP, position strategy).

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