
SWOT Analysis of Hospital Health Services in DKT TK IV Hospital Kediri 2019

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ABSTRACT

Hospital is a health facility which widely used by the community. With the hope of achieving the expected degree of public health, providing services that satisfy expectations, and service institutions that are held. From the background of these problems, the authors conducted research related to health services from DKT Kediri Hospital with a SWOT analysis. SWOT analysis, strategic planning can be done to evaluate strengths, weakness, opportunities, and challenges in an organization. The metode used is the literature study method which is based on the paper as a basic reference in journal preparation. The instruments in the study used interview guidelines and SWOT questionnaires using qualitative analysis and quantita Analysis in the literature analysis of previous paper with IFAS and EFAS approaches. The results of the matrix calculation show that DKT Kediri Hospital located in second Quadrant. Indicates that an organization is strong but faces great challenges. So, organization are advised to immediately multiply the variety of tactical strategies. So with the SWOT analysis, it is expected that an organization here at DKT Kediri Hospital will be able to maximize the strengths and opportunities they have to face challenges in the external environment and minimize the weakness owned by the organization so that they can create strategic plans for the future progress of the hospital.

Keywords: SWOT Analysis, Internal and External Factor Analysis, Development Strategy

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BACKGROUND

Health service is every effort that is carried out alone or collectively in an organization to maintain and improve the health of individuals, families, groups and / or communities. Humans are the key success factor of a development. To create a qualified human being is needed an indicator of the quality of health services is patient satisfaction.

The goal of health services is to achieve a degree of public health that satisfies expectations (consumer satisfaction) through excellent service by service providers who satisfy expectations (provider satisfaction) and service institutions held (institutional satisfaction).

Kediri Level IV Hospital began in 1950 by establishing an Army Care Center (TPT) located at Jalan Mayjen Sungkono No.

44 Kediri with the name DKT Army Health Detachment. To be the Hospital of Pride for TNI Soldiers, Civil Servants and their families as well as communities in the Kediri and surrounding areas. RS DKT KOTA Kediri always provides health services for the community. So that the hospital needs to carry out the right strategy and be able to make a plan so that it can compete in the future, so that in order to understand what strategy is needed, you can use a SWOT analysis.

SWOT analysis is a method in marketing research used in analyzing competitive environmental factors. The SWOT analysis identifies various factors in a systematic way to formulate a hospital strategy. In general, determining the right strategy for the hospital starts with understanding the strengths and weaknesses of the internal aspects and recognizing the opportunities and threats contained in the external environment.

Based on the background and description above, the authors are interested in conducting related research to find out the health services of the DKT Kediri Hospital with a SWOT analysis.

METHODS

The type of method used is the literature study method that comes from a paper as a basic reference in journal preparation. By including data with various sources of information in using SWOT analysis. The research subject was a head of staff at the Kediri DKT Hospital. The instruments in the study used interview guidelines and the SWOT questionnaire. In analyzing the data from this study using qualitative analysis and quantitative analysis in the literature analysis of previous papers with the IFAS and EFAS approaches.

RESULTS

A. Qualitative Analysis

The results of the interview reduction about the strength at the DKT Hospital in Kediri City can be seen in the following table:

Table 1. Results of interview reduction about the strength at the DKT Hospital in Kediri City

<i>Element</i>	<i>Answer Analysis</i>
<i>Strength</i>	<ol style="list-style-type: none">Acceptance of Health Workers Min. D3 and uses its own SOP based on RS policyComplete facilities in accordance with the Minister of Defense and Security Regulation Number 11 of 2014.Health workers at the DKT Kediri City Hospital work according to the SOP because they are accredited

- d. DKT Hospital serves patients with BPJS guarantees
- e. The existence of "POKJAPMKP" in measuring patient satisfaction
- f. Management of Financial Management is well managed by experts in the field of management (staff are professional)

The results of the interview reduction about weakness at the DKT Hospital in Kediri City can be seen in the following table:

Table 2. Results of interview reduction about weakness at the DKT Hospital in Kediri City

<i>Element</i>	<i>Answer Analysis</i>
Weakness	<ul style="list-style-type: none"> a. Employee salaries are based on the decision of the head of the hospital, not yet based on a regional regulation. b. There are BPJS patients who come with complaints that cannot be handled due to the limited facilities of the Type C Hospital c. In the case of emergencies, DKT Hospital is still able to provide optimal service, if not possible, it will be referred to other hospitals.

The results of interview reduction about Opportunities at the DKT Hospital in Kediri City can be seen in the following table:

Table 3. Results of interview reduction on Opportunities at the DKT Hospital in Kediri City

<i>Element</i>	<i>Answer Analysis</i>
Opportunities	<ul style="list-style-type: none"> a. With the RENSTRA system, DKT Hospital will add services if funding is approved by the government. And will increase the level of the hospital. b. Health Promotion with 5S ((Smile, Greetings, Greetings, Polite, and Polite). c. The potential target for the next 5 years is pregnant women. Because DKT Hospital is superior in midwifery d. There is cooperation with other health agencies in order to continue to provide optimal service for patients. e. There is a free health check and exercise for the elderly every Saturday f. The hospital's location is very strategic because it is on the side of a big road, easy access to transportation and a large parking area.

The results of the interview reduction about Threats at the DKT Hospital in Kediri can be seen in the following table:

Table 4. Results of interview reduction about Threats in the DKT Hospital, Kediri

<i>Element</i>	<i>Answer Analysis</i>
Threat	<ul style="list-style-type: none"> a. The delay in funding from the government hampers the smooth running of the program that has been planned by the hospital b. Medicines and medical devices are less available c. The BPJS deficit case greatly affects or becomes an

obstacle to the DKT Hospital

- d. If the DKT Hospital does not meet the requirements given by the Provincial Health Office, the DKT Hospital cannot pass and will have an impact on increasing the type of hospital.

B. Quantitative Analysis

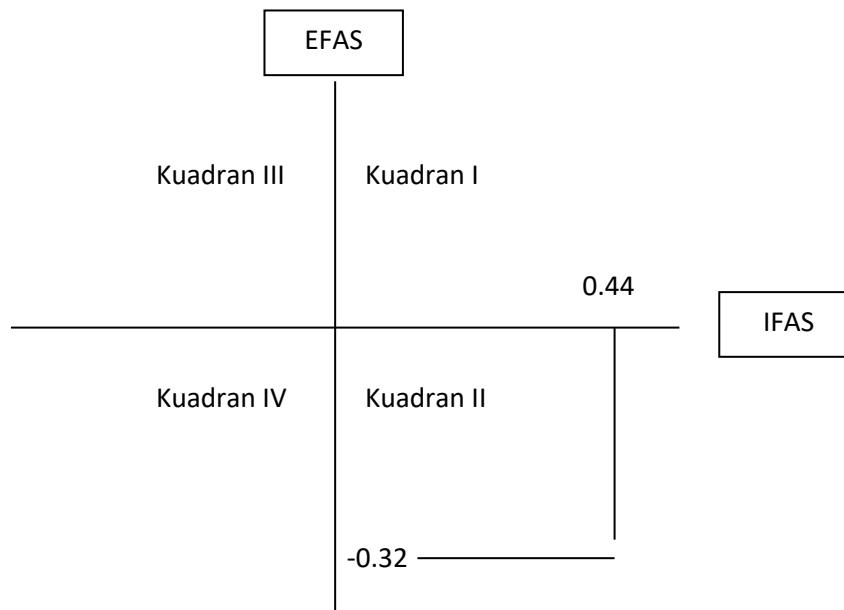
Table 5. IE Matrix Analysis (Internal Factor)

No	Internal Strategy Factors (IFAS)	Value						Quality	Quality Value
		-3	-2	-1	+1	+2	+3		
1.	Health workers					+2		0,07	+0,14
2.	Excels in midwifery						+3	0,18	+0,54
3.	Facilities				+1			0,10	+0,10
4.	Strategic location of the hospital					+2		0,13	+0,26
5.	Health services				+1			0,10	+0,10
6.	Serving BPJS Patients				+1			0,08	+0,08
7.	Employee salaries do not match local standards	-3						0,10	-0,30
8.	Lack of specialist doctors		-2					0,15	-0,30
9.	Not all diseases are covered by BPJS and are not handled, let alone supported by inadequate medical equipment facilities		-2					0,09	-0,18

Tabel 6. Analisis IE Matriks (Eksternal Factor)

No	Internal Strategy Factors (IFAS)	Value						Quality	Quality Value
		-3	-2	-1	+1	+2	+3		
1.	Regular promotions					+2		0,09	+0,18
2.	In collaboration with BPJS						+3	0,15	+0,45
3.	Management in Health Programs						+3	0,10	+0,30
4.	Cooperation with other agencies					+2		0,09	+0,18
5.	Delay in funding from the government	-3						0,20	-0,60
6.	Medicines not available		-2					0,10	-0,20
7.	Rare medical equipment			-1				0,09	-0,09
8.	Health BPJS deficit	-3						0,18	-0,54
							Total	1	-0,32

Results of the SWOT Analysis of the DKT Hospital in Kediri City:



DISCUSSION

A. Strength and Weakness Analysis

1. Human Resources

DKT Hospital has 24 doctors with main excellence in midwifery services. Because it has an obstetrician who is the advantage of DKT Hospital with a score of +3 because it has 3 obstetricians.

And also has professional management staff who have long running hours in managing management, especially hospital finances. Existing health workers are accepted at least with a D3 education. With the number of health personnel owned and the standard of education by health workers who are accepted by DKT Hospital, it becomes a strength by being given a score of +2. Weaknesses in Human Resources in terms of hiring health workers according to the needs of each related unit and using their own recruitment SOPs based on hospital policies and the lack of specialist doctors other than gynecologists.

2. Facilities

In the facility variable, the components that become strength include general medical services, emergency services, basic medical specialists, medical support medical, dental and oral specialists, nursing and midwifery, clinical support, health administration and operating room services. Some of these facilities have met the standard so that the Minister of Defense and Security No. 11/2014 is owned by Kediri DKT Hospital which is a type III hospital. The weakness of the facilities owned is that there are some that are not complete in service because they have to adjust to the status or type of the hospital itself

3. Implementation of Health Services

The suitability of the research results with existing theories is supported by the mission of the hospital, namely to provide excellent and reliable health services. Its strength in health care is that DKT Hospital has been accredited and has been awarded the SNAS method. Serving patients with BPJS guarantees, in this case, each

one is given a score of +1 but also the hospital itself has limitations in service due to insufficient facilities so that it can be referred to other hospitals.

The weakness of the health services owned by the DKT Hospital is that 1 out of 4 Medical Support Specialist services have not been fulfilled, namely that they do not have Medical Rehabilitation Services so that if the hospital cannot provide optimal services, they will be referred to another hospital.

4. Organizing

The conformity between the results of the research and the existing theory is supported by the opinion of the informants who think that all activities in health services will be carried out well if the distribution of tasks / jobs is balanced among each member. The DKT Hospital has placed health workers according to their expertise in their respective fields so that their work is in accordance with Standard Operating Procedures

5. Employee Welfare

In terms of weaknesses, based on the provision of salaries from the DKT Hospital itself has its own policy based on the head of the hospital which is not in accordance with local regulations, but in accordance with the agreement with the MOU system with prospective employees

6. Monitoring and Evaluation

Conformity to the results of research, monitoring and evaluation needs to be carried out periodically to determine and control the quality of service. An organization as well as an environment is always developing so that in order to always appear prime, it is necessary to have control and adjustments. So that the DKT Hospital measures the satisfaction of consumers with POKJA PMKP to measure the level of customer satisfaction and monitors reports of health workers and becomes a strength for the DKT Kediri Hospital.

B. Opportunity and Challenge Analysis

1. Promotion

With the promotion, it is hoped that it can create a better image or view of the Kediri DKT Hospital in the community. By carrying out health promotion, it can encourage the community to take advantage of the services of the Kediri DKT Hospital so that it can increase income from the hospital through visits from community patients. So that Kediri DKT Hospital has the opportunity to make promotional efforts with free health checks, and routine elderly exercise activities. Besides that, he has 5S behavior and often carries out promotions to agencies equal to the Army.

2. Location and Service Bureaucracy

According to research results, DKT Hospital has the opportunity to be in a strategic location of the hospital with easy access to transportation with guaranteed security facilities. In the bureaucratic process, DKT Hospital itself tries to facilitate the bureaucratic process with a guarantee of 3 x 24 hours.

3. Management in the Health Program

Kediri DKT Hospital with the RENSTRA system proposes additional services in the 2020 plan with an increase in the hospital level if approved by the government.

4. Government Policy

That the policy or law is very important in protecting the implementation of services from the possibility of a legal challenge So that in carrying out health services whose

quality is guaranteed, they must be adjusted to the applicable regulations or laws. It is also a challenge for hospitals to increase their type of hospital.

5. Funds

In terms of restrictions related to funding from the State it can affect the smoothness of the health services run by the Kediri DKT Hospital. It also affects the availability of medicines, incomplete medical equipment. From the BPJS health budget which is experiencing a deficit, it is also a challenge for hospitals that can affect work programs in health services for the DKT Kediri Hospital.

C. Analysis of Matrix Calculations

Based on the calculation of IFAS (Internal Factor Analysis Summary) or internal factors and EFAS (External Factor Analysis Summary) or external factors, the results show that Kediri DKT Hospital in Quadrant II means that the position indicates that an organization is strong but faces great challenges.

The strategy recommendation given is Strategy Diversification, which is that the organization is in a stable condition but is facing a number of tough challenges so that it is estimated that the wheels of the organization will have difficulty continuing to rotate if it only relies on the previous strategy.

D. Strategy Development Based on SWOT

There is a development strategy that will provide clearer and more targeted direction in order to improve the quality of health services by the Kediri DKT Hospital. Several alternative strategies that can be applied by the hospital include:

1. Increasing the quality of service. Quality of service is focused on measuring satisfaction through Pokja PMKP.
2. The DKT Hospital must be able to improve or at least maintain the Hospital accreditation that has been achieved. The requirements in the assessment greatly affect the accreditation of the hospital itself

CONCLUSION

Based on the SWOT analysis literature study of the DKT Hospital in Kediri City, it can be concluded that the threat from outside the hospital tends to be greater because all activities and budget funds are held by the government, so that if there is a delay in funds from the government it can affect the smooth operation

the program that has been planned by the DKT Hospital. Accreditation problems also affect the existence of the hospital. To maintain the existence and image of the Kediri DKT hospital, a Pokja PMKP was formed which focuses on measuring patient satisfaction with health services and conducting routine health promotions. The strategy that can be done by the hospital is to maintain the existence that has been achieved and establish partnerships with other health agencies.

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