



## Development of Institutional Aspects at Health Clinics in Bogor City

Arjuna Rizaldi

Departement of management, Universitas Komputer Indonesia

Arjuna@email.unikom.ac.id

### Abstrak

Pembangunan kesehatan masyarakat dilakukan untuk mencapai kesehatan yang optimal di masyarakat, oleh karena itu pemerintah Indonesia melakukan berbagai upaya kepada pihak-pihak penyelenggara pelayanan kesehatan di masyarakat. Klinik kesehatan merupakan salah satu Lembaga yang memberikan pelayanan kesehatan kepada masyarakat, semakin besar suatu klinik maka semakin kompleks juga kegiatan kelembagaan yang dijalankan, sehingga mereka butuh menciptakan strategi dalam upaya meningkatkan kualitas pelayanan agar dapat meningkat citra klinik di masyarakat. Tujuan diadakannya penelitian untuk memberikan strategi yang cocok untuk diterapkan dalam klinik kesehatan. Penelitian ini dilakukan melalui tahapan observasi dan wawancara yang kemudian disusun menggunakan analisis *strenght, weakness, opportunity, threats*. Hasil yang ditemukan bahwa klinik kesehatan disarankan melakukan integrasi horizontal yaitu melakukan Kerjasama dengan lembaga atau tenaga professional yang terkait pada bidang jasa kesehatan.

**Kata kunci:** Klinik Kesehatan, PKM, Aspek Kelembagaan, Analisis SWOT, Strategi Integrasi Horizontal

### Abstract

*Public health development is carried out to achieve optimal health in the community, therefore the Indonesian government makes various efforts to the health service providers in the community. A health clinic is one of the institutions that provide health services to the community, the bigger the clinic, the more complex the institutional activities that are carried out, so they need to create strategies to improve the quality of services to improve the image of the clinic in the community. The purpose of this research is to provide suitable strategies to be applied in health clinics. This research was conducted through the stages of observation and interviews which were then compiled using a strength, weakness, opportunity, and threats analysis. The results found that health clinics are advised to carry out horizontal integration, namely to collaborate with institutions or professionals related to the field of health services.*

**Keywords:** Health Clinic, PKM, Institutional Aspect, SWOT, Horizontal Integration Strategy

### Introduction

Health is a resource that is owned by every individual and this makes it the basis of life, not a life goal that must be achieved (Gumantan et al., 2020). Health in general only focuses on physical health, but in reality, health is also focused on spiritual or psychological health where which affects the personality or mental condition of each individual (Yulianti et al., 2021).



Health development is part of public health development, where national health development aims to realize optimal health degrees and achieve the ability to live healthily for every population to realize optimal public health degrees. As one of the elements of the general welfare of the Indonesian nation. To realize this, the government seeks several parties, both the government itself and the private sector, to realize optimal services for the community, especially people who are far from the reach of health services.

Health Clinics are institutions that provide health services to the community by providing solutions to health problems faced by the community (Kemenkes, 2014). In addition to providing services to the community, the clinic also has an institutional aspect in it. The larger the clinic, the more complex the processes in it. And the more problems there are, the more they need proper handling. To meet the community's need for quality health services, the Clinic provides good service. To be able to improve services, a strategy is needed to create and provide added value to the community, so that people know and have awareness of the good image of the Clinic and its facilities.

Based on the background that has been given, the formulation of the problem contained in this study is whether the institutions in health clinics in the city of Bogor are optimal. And the purpose of this research is to find out the institutional conditions, obstacles, and solutions in the organization, as well as to provide strengthened clinical potential.

The purpose of this study was to determine the strategies that must be carried out by health clinics in the city of Bogor to improve performance in creating optimal health services. And the benefit provided is that health clinics in the city of Bogor can choose a suitable strategy for running their business so that they can develop this business to the next stage.

### **Implementation Method**

This research was carried out at a health clinic in the city of Bogor which was carried out in August 2020. The stages of research implementation started from observation and research related to institutions at the targeted health clinic which would then be processed through SWOT analysis. The data from the analysis will be detailed using EFAS and IFAS tables to reach conclusions on the results of observations and interviews related to institutional aspects of the clinic.

### **Result and Discussion**

each conclusion is based on the results of observations and interviews related to institutional aspects of the clinic.

#### **Results and Discussion**

SWOT analysis is an instrument that can be used to analyze internal and external factors of organizations, both for-profit and non-profit organizations, such as the government. SWOT analysis is defined as an evaluation of the overall strengths, weaknesses, opportunities, and threats (Kotler, 2000). The SWOT analysis carried out by the organization has the aim of assessing and adding strengths (strengths), reducing weaknesses (weaknesses), expanding opportunities (opportunities), and eliminating threats from outside (threats) (Suharto, 2004). With this analysis, an organization can not only eliminate existing threats but the organization can also anticipate threats that will arise in the future.

Environmental analysis is a process of monitoring the organization's environment that aims to identify opportunities and challenges that affect the organization to achieve its goals. The environmental structure can be divided or divided into two,

namely: (1) the internal environment (strengths and weaknesses), and (2) the external environment (opportunities and threats) (Dirgantoro, 2004).

Based on the results of observations and interviews with clinic owners related to institutions, the results are shown through TOWS analysis. TOWS analysis is a tool used to develop clinical strategic factors. This analysis will emphasize how the state of external factors rather than internal. These external factors include opportunities and threats that are considered more dynamic and competitive.

If the opportunities and threats have been analyzed, then the internal factors will then be analyzed. TOWS analysis enables management to select the most effective strategy options to take advantage of available opportunities. The external and internal environmental factors of Diana Health Clinic are as follows:

### 1. Threat Analysis

Dynamic external conditions have the potential to cause problems that can hinder the achievement of organizational goals

### 2. Opportunity Analysis

Opportunities are external conditions that need to be taken by the company to develop in the future.

### 3. Weakness Analysis

Weaknesses are the company's internal conditions in resources, skills, and capabilities that effectively hinder the company's performance. Weaknesses also have an impact on the reduced probability of the company taking the opportunities available in the external environment.

### 4. Strength Analysis

Strengths are the company's internal conditions in the form of resources, skills, capabilities, or other advantages over competitors that make the company more competitive.

Based on the analysis of the external and internal conditions, the TOWS analysis matrix is as follows.

**Table 1. Analysis of TOWS at a Health Clinic in the city of Bogor**

ANALYSIS TOWS			
ANCAMAN (THREAT)		KELEMAHAN (WEAKNESS)	
1	There is still high interest in prospective patients who want to go to hospitals that already have big names.	1	The facilities and facilities owned by Health Clinic in the process of improving health services are still limited in supporting operations.
2	There is still high interest in medical workers becoming medical workers in larger hospitals.	2	Sources of funds/capital are still limited so it is difficult to increase activities that require large funds, such as promotions, training, and comparative studies.
3	Public trust is still lacking in the quality of Health Clinics, especially those in small areas.	3	The cooperation that has been established has not run optimally.
4	Another Health Clinic that is consistent with quality and has a big name.	4	The competence of medical personnel has not been directed optimally.
5	Competitive conditions between health clinics are competitive.	5	The use of information system technology (ICT) is still weak, thus hampering service and reporting.
6	The emergence of Health Clinics with high competence and focus as well as financial support.	6	Lack of medical personnel to serve patients.
7	The entry of foreign workers is due to the ASEAN economic community.	7	Does not yet have a proven organizational structure.
8	The decline in the national economy.		
PELUANG (OPPORTUNITY)		KEKUATAN (STRENGTH)	
1	The number of people who need medical personnel every year from various regions in Indonesia.	1	The location of the clinic is in a strategic place and is easily accessible.

ANALISIS TOWS			
2	Dense population.	2	Jaringan operasional dan kemitraan sudah terbentuk
3	Increased awareness of health in the community.	3	Operational network and partnership already formed Human Resources are partly adequate.
4	Partnership with larger Health Institutions.	4	Ability to carry out collaborative activities with related companies/agencies within the Regional Government and fellow companies.
5	Employment opportunities are quite high.	5	Complete physical facilities
6	Government regulations in developing health in the community.	6	Extensive location and land assets.
7	Good cooperation with regional and national governments.		

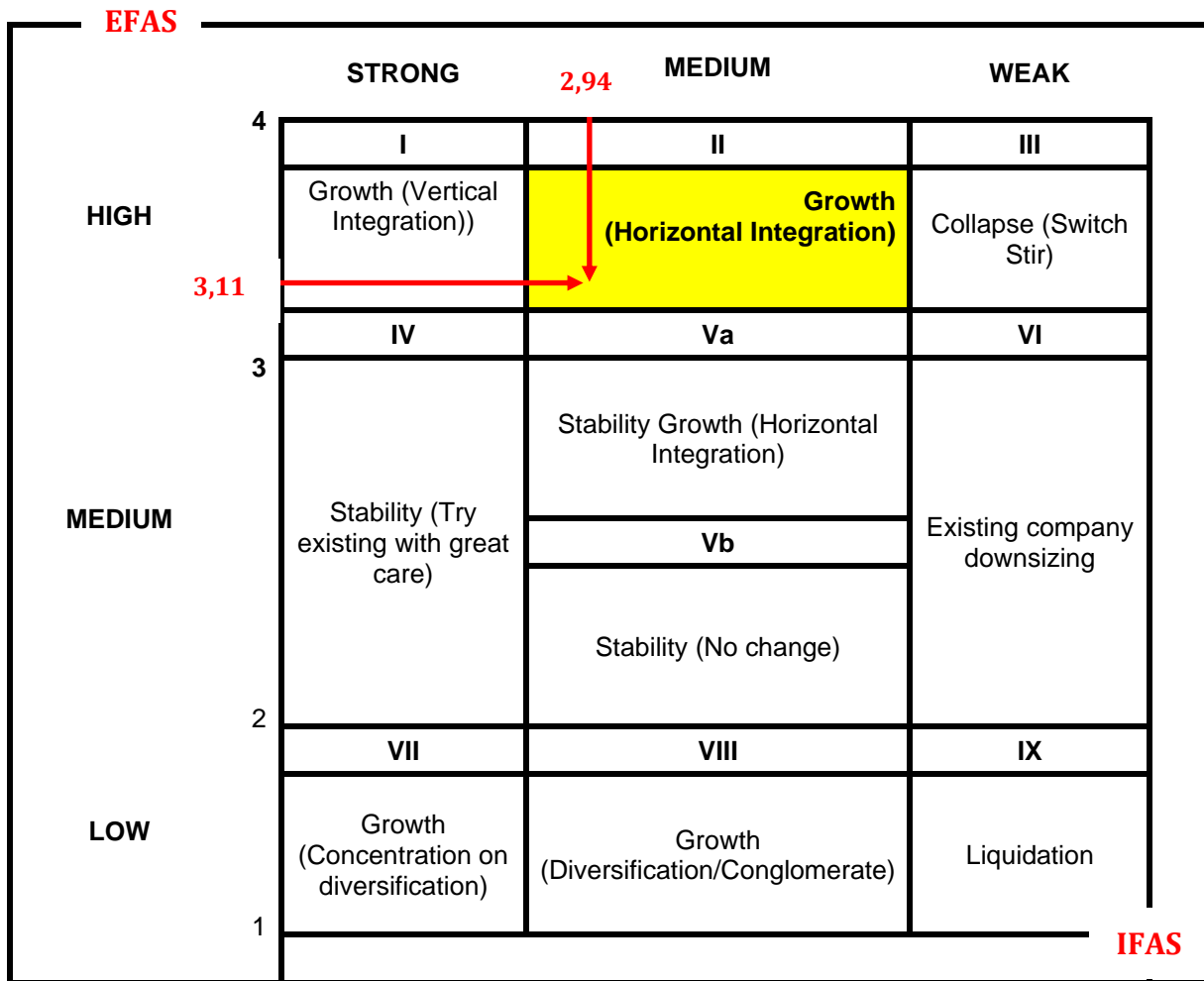
Based on the analysis of the external environment (threats and opportunities) and the analysis of the internal environment (strengths and weaknesses) the EFAS (External Factor Analysis Summary) and IFAS (Internal Factor Analysis Summary) matrices can be calculated. In the EFAS and IFAS matrices, each factor is identified by its weight and rating based on the degree of priority and then the score of each indicator is calculated. The results of the sum of each factor (threats, opportunities, weaknesses, and strengths) will determine the quadrant of strategic recommendations that can be taken by the Clinic.

**Table 2. EFAS and IFAS Matrix**

ANALISIS TOWS									
External Factor Analysis Summary (EFAS)					Internal Factor Analysis Summary (IFAS)				
THREAT		Bobot	Rating	SKOR	WEAKNESS		Bobot	Rating	SKOR
1	There is still high interest in prospective patients who want to go to hospitals that already have big names.	0,08	4	0,32	1	The facilities and facilities owned by Health Clinic in the process of improving health services are still limited in supporting operations.	0,09	1	0,09
2	There is still high interest in medical workers becoming medical workers in larger hospitals.	0,04	2	0,08	2	Sources of funds/capital are still limited so it is difficult to increase activities that require large funds, such as promotions, training, and comparative studies.	0,07	4	0,28
3	Public trust is still lacking in the quality of Health Clinics, especially those in small areas.	0,05	2	0,10	3	The cooperation that has been established has not run optimally.	0,06	4	0,24
4	Another Health Clinic that is consistent with quality and has a big name.	0,07	2	0,14	4	The competence of medical personnel has not been directed optimally.	0,07	3	0,21
5	Competitive conditions between health clinics are competitive.	0,06	2	0,12	5	The use of information system technology (ICT) is still weak, thus hampering service and reporting.	0,06	2	0,12

ANALISIS TOWS									
External Factor Analysis Summary (EFAS)					Internal Factor Analysis Summary (IFAS)				
6	The emergence of Health Clinics with high competence and focus as well as financial support.	0,07	4	0,28	6	Lack of medical personnel to serve patients.	0,07	1	0,07
7	The entry of foreign workers is due to the ASEAN economic community.	0,08	4	0,32	7	Does not yet have a proven organizational structure.	0,08	3	0,24
8	The decline in the national economy.	0,05	3	0,15					
		<b>0,50</b>	<b>29</b>	<b>1,51</b>			<b>0,50</b>	<b>33</b>	<b>1,25</b>
OPPORTUNITY		Bobot	Rating	SKOR	STRENGTH		Bobot	Rating	SKOR
1	The number of people who need medical personnel every year from various regions in Indonesia.	0,08	4	0,32	1	The location of the clinic is in a strategic place and is easily accessible.	0,08	2	0,16
2	Dense population.	0,07	2	0,14	2	Jaringan operasional dan kemitraan sudah terbentuk	0,09	4	0,36
3	Increased awareness of health in the community.	0,07	2	0,14	3	Operational network and partnership already formed Human Resources are partly adequate.	0,09	4	0,36
4	Partnership with larger Health Institutions.	0,08	4	0,32	4	Ability to carry out collaborative activities with related companies/agencies within the Regional Government and fellow companies.	0,08	3	0,24
5	Employment opportunities are quite high.	0,08	4	0,32	5	Complete physical facilities	0,09	4	0,36
6	Government regulations in developing health in the community.	0,06	3	0,18	6	Extensive location and land assets.	0,07	3	0,21
7	Good cooperation with regional and national governments.	0,06	3	0,18					
		<b>0,50</b>	<b>36</b>	<b>1,60</b>			<b>0,5</b>	<b>35</b>	<b>1,69</b>
	<b>IE MATRIKS</b>			<b>3,11</b>		<b>IE MATRIKS</b>			<b>2,94</b>

Based on the calculation using the EFAS and IFAS matrices, the results obtained are 3.11 (EFAS) and 2.94 (IFAS). Thus, the IE Matrix is in quadrant II with recommendations for growth strategies through horizontal integration. IE Matrix can be seen in figure 1.



**Figure 1. IE Matrix Analysis of TOWS at a Health Clinic in the city of Bogor**

It can be seen in Figure 1, that the results of the IFAS and EFAS matrices show the results depicted in quadrant II, namely growth with a Horizontal Integration strategy which makes an agency or institution must integrate with institutions that have the same field, namely health services such as pharmacies, laboratories, Dentists, Midwives, and other Specialists.

**Conclusion**

The strategy that has been/is being implemented by the Clinic Owner has been going well. However, for the clinic to develop, a new strategy is needed to improve performance so that it can make the clinic more competitive. With the Horizontal Integration strategy using TWOS Analysis proposed to partners, it is hoped that it can add strategic options to be carried out in the future so that in the end it can improve clinical performance.

Horizontal integration has not been found in the health clinics studied, therefore collaborating with agencies or institutions that have similarities, namely in the field of health services such as pharmacies, laboratories, dentists, midwives, and other specialists on long-term plans in improving the ability of pharmacies in reducing threats and increasing potential opportunities.

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