

Analysis of Strategy in the Development of Siti Fadilah Supari Main Clinic of PKU Muhammadiyah Palu

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ABSTRACT

The main clinic is one of the health service institutes that gives merit of health services like basic medical and specialized service to all public members such as one daycare and home care. This research aims at finding out the strategy system of development of Siti Fadilah Supari main clinic of PKU Muhammadiyah Palu. This research is a descriptive one that used a qualitative approach. The number of informants, and in this research is 3 people consisting of one key informant, one common informant, and one additional informant of the main clinic of Siti Fadilah Supari of PKU Muhammadiyah Palu. Research findings show that the strategy used to develop, based on human resource, facility and infrastructure, organization structure, fund resource, marketing, and environment has been good enough, however, there are some points in their implementations in the field that have not been maximally carried out at the main clinic of Siti Fadilah Supari of PKU Muhammadiyah Palu. In this research, it is concluded that the main clinic of Siti Fadilah Supari of PKU Muhammadiyah Palu seen from using SWOT Analysis was very good in the strategy of clinic development, but in the technique of implementation at the field has not been maximal, therefore it is necessary to prepare more massive strategy in all aspects so that quality of clinic can be increased and can develop more advanced.

Keywords – Development Strategy, Main Clinic of Siti Fadilah Supari, Energy Resource

INTRODUCTION

In the current era of decentralization, not only hospitals have a role in providing health services to the community but clinics also have an important role in community development, especially in the health sector (1). Various forms of challenges and changes in this globalization era will certainly be changes that will be faced by the clinic. Therefore, to continue to develop for the survival of the organization, clinical management needs to make changes that were planned to anticipate changes that will inevitably occur (2).

The emergence of changes in the demographic structure, developments in science and technology, changes in the socio-economic community, and demands for better quality health services all require changes in the pattern of health services (3). Clinics are required

to provide health services by meeting optimal and maximum health service standards. The clinic is declared successful, not only in the completeness of the superior facilities but also in the attitude and service of human resources which are elements that affect the services produced. In meeting the daily needs of patients, excellent service is the main service in the clinic (4).

The clinic is one of the basic health service facilities that have a very strategic role in the effort to improve the health status of the Indonesian people in their respective regions. For the implementation of health services to achieve the desired goals, the services must meet various requirements including being available and sustainable, acceptable and reasonable, easy to reach, easy to reach, and of quality (5). An organization should ideally care about the quality or quality it produces, especially organizations engaged in services, services, or a combination of services, such as hospitals, clinics, and other health services. Clinics as the main health facility for the community for health efforts, it is only natural that a clinic should always improve itself, improve the quality, the quality of its services. Good management and marketing strategies certainly have a significant impact on an organization, in this case, the clinic. Because, with good marketing management, clinics can compete in the arena of market competition and get profits or profits as targeted (6).

The Main Clinic of Siti Fadilah Supari (SFS) PKU Muhammadiyah Palu is one of the newly established clinics and is currently still under repair both in terms of construction and facilities and health personnel. This clinic was previously known as the PKU Clinic Muhammadiyah Maternity Hospital, which was founded in 2007. The funds were obtained from the donated land of Mr. Galib Yatokodi, SH, who is the administrator of the Muhammadiyah Palu Region through the Community Health and Welfare Council (MKKM), by expanding the surrounding land. 8000 M2, and was inaugurated in 2009. Over time the Muhammadiyah Maternity Hospital underwent a name change to the Main Clinic Siti Fadilah Supari PKU Muhammadiyah Palu, which is located in the Talise village, Mantikulore sub-district, Palu City, Central Sulawesi Province without demolition of old buildings (SFS Clinic Management Profile, 2019).

The Main Clinic of Siti Fadilah Supari Muhammadiyah Palu is one of the clinics that has become a reference in several health centers in its working area and collaborates with several hospitals in Palu City as a reference. The Main Clinic of Siti Fadilah Supari (SFS) PKU Muhammadiyah Palu currently serves emergency care, general and pediatric polyclinic services, pulmonary clinic, childbirth, and physiotherapy. as well as a pharmacy that is handled by skilled and professional experts. This clinic also opens services to the emergency department for 1x24 hours (Profile of SFS Clinical Management, 2019).

This clinic was built with the hope of being able to serve people who need maximum help and care. Because of this, this newly established private clinic certainly has a great opportunity in dealing with problems with the clinic, with the development of the future, what the clinic will face is a hospital that is very advanced in the development of the world of health, so there needs to be a strategy in development to deal with the era of globalization that is getting better in the future. And not only that, this hospital clinic must

be able to compete with other hospital clinics so that it can increase the accreditation of the hospital clinic itself (SFS Clinical Management Profile, 2019).

According to the observations of the initial survey results, the researcher saw that the Main Clinic of Siti Fadilah Supari PKU Muhammadiyah Palu, which is now fairly established and is still in the process of building a physical clinic, of course, there are still many problems that will be resolved from various aspects of health in developing the clinic. Therefore, it is necessary to have a strategy that will be implemented by all clinical health workers, especially the clinic director, so that in facing the problems of clinical development in the era of globalization in the future, it can be resolved effectively and efficiently. Therefore, researchers hope that the Main Clinic Siti Fadilah Supari PKU Muhammadiyah Palu, which is one of the Muhammadiyah Business Charities in Palu City, to be able to develop and become even more advanced in the world of health, besides that it can also be the first health service in the city of Palu. community visits (SFS Clinical Management Profile, 2019).

From several studies, it was found that many hospital organizations implement marketing strategies and that hospitals that adopt effective marketing strategies perform better than those that do not. Some of the factors that hinder the adoption and implementation of an effective marketing strategy include lack of planning, lack of top management support, and not using all elements of the promotional mix. The continuity of a hospital to survive in the future depends on the ability to respond to the needs and demands of consumers by providing innovative and quality services (SFS Clinical Management Profile, 2019).

This requires understanding and cooperation of all elements of the hospital, including all employees, on the concept of customer-oriented marketing (7). The right marketing strategy and policies in the marketing mix will greatly determine the success of marketing activity so that the hospital is not only able to survive, but also be able to develop. From the study, it was found that many hospital organizations implement marketing strategies and that hospitals that adopt effective marketing strategies perform better than those that do not. Some of the factors that hinder the adoption and implementation of an effective marketing strategy include lack of planning, lack of top management support, and not using all elements of the promotional mix (8).

The continuity of a hospital to survive in the future depends on the ability to respond to the needs and demands of consumers by providing innovative and quality services. This requires understanding and cooperation of all elements of the hospital including all employees towards customer-oriented marketing concepts. The right marketing strategy and policies in the marketing mix will greatly determine the success of marketing activity so that the hospital is not only able to survive, but also able to grow.

METHODOLOGY

This study uses a descriptive qualitative approach, which is a research method that is carried out to make a description or descriptive of a situation, where the depiction of

interviews, data using words and lines of sentences (9). According to Sugiyono, (2005). It is argued that the descriptive method is a method used to describe or analyze the results of research, but it is not used to make broader conclusions (10). The location of this research was carried out at the Main Clinic of Siti Fadilah Supari PKU Muhammadiyah Palu. and the time of the research was carried out in February 2020.

Sources of informants in this study are people who know a lot of information about the Main Clinic of SFS PKU Muhammadiyah Palu, namely: Director of the Main Clinic Siti Fadilah Supari PKU Muhammadiyah Palu., Health personnel of the Main Clinic Siti Fadilah Supari PKU Muhammadiyah Palu, 1 (one) person, and patients who have visited the Main Clinic of Siti Fadila Supari PKU Muhammadiyah hammer, 1 (one) person.

The technique of determining informants in this study is by using purposive sampling method and snowball sampling, which is one of the non-random sampling techniques in which the researcher determines the sampling by determining special characteristics that are by the research objectives so that it is expected to be able to answer the research problem. Suppose the snowball sampling method is a method for identifying, selecting, and taking samples in a network or chain.

RESULTS

Human Resources (HR) Clinic

Based on the results of observations and direct interviews of researchers regarding human resources at the Main Clinic Siti Fadilah Supari PKU Muhammadiyah Palu according to key informants and used to state that:

"In general, the human resources at this clinic are quite sufficient with the average patient who comes for treatment, but the placement is still lacking, it's still not right for the background, because the room is not yet available or is still in the rehab stage, but if you look at it From resources, generally according to operational standards, the clinic has met operational standards" (MR, 11 February 2020).

"But for now, the human resources between health workers and the average patient who comes for treatment both medically and non-medically are sufficient for operational service services" (MR, 11 February 2020).

"Also, to improve human resources at the Main Clinic Siti Fadilah Supari PKU Muhammadiyah Palu, we also included training for several health service personnel to take part in training to improve the quality of health workers according to their respective backgrounds" (MR, 11 February 2020).

"The human resources in this clinic are quite sufficient with the average patient who comes for treatment, but the placement is still lacking, it is still not very precise because the room is not yet available or is still in the rehab stage, but if you look at the general resources. according to operational standards, the clinic has met operational standards" (F, 11 February 2020).

"We are also to improve the quality of human resources, in this case, the health workers at the Main Clinic Siti Fadilah Supari PKU Muhammadiyah Palu, we also include

training to improve the quality of health workers according to their respective backgrounds" (F, 11 February 2020).

The availability and adequacy of human resources are necessary for operating a company or organization because HR plays an important role in operating the company or organization itself. The availability and adequacy of human resources at the Main Clinic of Siti Fadilah Supari PKU Muhammadiyah Palu are by operational standards, although there are still some that need to be improved and fulfilled. The limitations of the rooms that are not available in the clinic are laboratory rooms and pulmonary clinics.

Also, human resources are included in the training to improve the quality of health workers. So that as time goes by, the Main Clinic of Siti Fadilah Supari PKU Muhammadiyah Palu can be qualified and advanced in terms of human resources.

Clinic Facilities and Infrastructure

Based on the results of observations and direct interviews of researchers regarding the facilities and infrastructure contained in the Main Clinic Siti Fadilah Supari PKU Muhammadiyah Palu according to key informants, usual and additional states that:

"The facilities and infrastructure currently at the Main Clinic of Siti Fadilah Supari PKU Muhammadiyah Palu are quite sufficient with the lack of patients coming for treatment at the clinic so that the compatibility between the facilities and infrastructure with the patient is appropriate, but there are only a few unfulfilled facilities such as laboratory rooms. and some rooms are currently still in the rehab stage, our services also prioritize the poor community" (MR, 11 February 2020).

"The facilities and infrastructure in this clinic, in my opinion, are quite sufficient because seeing from the facilities and medical equipment used for patient service services are good enough with the average patient who comes for treatment" (F, 11 February 2020).

"The facilities and presarana in this clinic are good because every time I come for treatment I feel fine with the services provided at this clinic" (H, 24 February 2020).

According to the results of surveys and interviews in the field, researchers see that the facilities and infrastructure have not met operational standards because they are seen from the side of the room which is currently still in the rehab stage and several health equipment facilities are currently not fulfilled or are still working with the MAXMA laboratory (Palu Clinical Laboratory) and other hospitals such as undata hospital.

Also, the facilities and infrastructure that are already available at this clinic are internal service facilities, namely: inpatient, general clinic, dental clinic, child clinic, midwifery, pharmacist, nurse, physiotherapy, counters, cashier, medicine warehouse, storage building, kitchen/nutrition, and WC. External service facilities, namely: Homo Care (home services) and 1 unit of clinic ambulance.

Clinical Organization Structure

Based on the results of observations and direct interviews of researchers regarding the organizational structure contained in the Main Clinic Siti Fadilah Supari PKU Muhammadiyah Palu according to key informants and used to state that:

"This clinic is given full responsibility to the Rector of the Muhammadiyah University of Palu by the Muhammadiyah Central Executive so that currently the clinic stands as the person in charge of the Rector of the Muhammadiyah University of Palu. For the structure as the person in charge of the clinic, namely the Chancellor of the Muhammadiyah University of Palu, then under him, there is the clinic director. Then from the director in charge of several fields, namely the field of medical services, support, administration, finance, and general affairs "(MR, 11 February 2020).

"Then there are several rooms in the subordinate fields, such as the field of medical services (ER, pediatric polyclinic, pulmonary polyclinic, dental polyclinic, nursing, and midwifery), supporting fields (laboratory, pharmacy, nutrition, and physiotherapy), administration (IT, HR, and equipment) in the HR sector is divided into three rooms, namely (administration, public relations, and spiritual guidance), and in the field of finance and general affairs "(MR, 11 February 2020).

"The organizational structure in this clinic is the first Director who collaborates with the FKM Dean and is directly handled by the UNISMU Palu Chancellor, then under the Director for 4 fields, namely Medical Services, Human Resources, Equipment and Facilities" (F, 11 February 2020).

Source of Clinical Funds

Based on the results of observations and direct interviews of researchers regarding the sources of funds available at the Main Clinic Siti Fadilah Supari PKU Muhammadiyah Palu according to key informants and used to state that:

"The only source of funds at the clinic at this time is the Central Executive of Muhammadiyah through the Chancellor of the Muhammadiyah University of Palu, while apart from the Muhammadiyah Central Executive, we are collaborating with LAZISMU to procure medical equipment" (MR, 11 February 2020).

"Also, the temporary clinic collaborates to make an MOU with the BPJS, but at this time there has been no confirmation from the BPJS regarding the cooperation, so this can be an investment source of funds with many patients coming for treatment at the clinic" (MR, F, 11 February 2020).

"The source of funds at this clinic is from the Chancellor of the Muhammadiyah University of Palu and will later collaborate with the BPJS, so that this can also be a source of funds for the clinic" (F, 11 February 2020).

According to the results of surveys and interviews in the field for funding sources at the Main Clinic Siti Fadilah Supari PKU Muhammadiyah hammer is the only one from the Muhammadiyah Central Executive. Apart from that, the clinic also collaborates with

LAZISMU in the form of construction or medical equipment. Currently, the clinic is also conducting an MOU with BPJS related to cooperation.

Clinical Marketing

Based on the results of observations and direct interviews of researchers regarding the marketing or marketing of the Main Clinic Siti Fadilah Supari PKU Muhammadiyah Palu according to key informants, usual and additional states that:

"The first method of marketing used by this clinic is the distribution of leaflets through Muhammadiyah activities. We always create stands and distribute existing leaflets. Second, the clinic's social media has Facebook, Instagram, and clinic accounts which always provide promotions. through clinical social media, for example, this month there is a medical check-up service and there are promos that we inform on social media, and it is quite attractive to the public, and besides that, when we participate in social service there we share leaflets to the public " (MR, 11 February 2020).

"The marketing or promotion system used by the clinic is more to social media and the distribution of pamphlets. Then with the demand in each region, the promotion time will go down to promote the clinic " (F, 11 February 2020).

"The initial information I got was through the whereabouts of a Tadulako University student, who is currently one of the students of doctor Mariani Masjid as a lecturer and clinic director" (H, 24 February 2020).

According to the results of surveys and interviews in the field regarding marketing or marketing, namely the Main Clinic of Siti Fadilah Supari, PKU Muhammadiyah hammer more uses online media or social media. So this is one strategy to attract the attention of the public or patients to come for treatment at the clinic.

Clinical Environment

Based on the results of observations and direct interviews of researchers regarding the environment at the Main Clinic Siti Fadilah Supari PKU Muhammadiyah Palu according to key informants, usual and additional states that:

"Externally the clinic has a strategic position, the first is because the position in front of the clinic is in the center of a crowd so that one of the future supports is that the health services in the clinic are very easy to access by the community, secondly, on the left side of the clinic is next to a temple or a place of worship. Hinduism and this green work well between the clinic and the temple, and third, behind the clinic there is housing, so this is one of the supports in the health service strategy " (MR, 11 February 2020)

"And internally, the clinic is currently still in the rehabilitation and construction stage of a hospital, so it still needs a process to improve the quality of the clinic, but still operates in providing services" (MR, 11 February 2020).

"Internally, this clinic is considered good or good, because seeing from the beginning of the establishment of this clinic, starting from the aftermath of the earthquake, tsunami, and liquefaction disaster, it can be a pretty good opportunity for treatment at this

clinic. Externally, this clinic is very strategic because around this clinic many community activities are carried out around the clinic, such as in front and on the right side of the clinic for urban forest tourism, on the left side of the Hindu religious place of worship, and behind there is housing. So that this is a great power or opportunity in the future that the clinic has" (F, 11 February 2020).

"In my opinion, it is good and the external and internal environment of the clinic are good, and easy to reach" (H, 24 February 2020).

According to the results of surveys and interviews in the field regarding the environment of the Main Clinic Siti Fadilah Supari PKU Muhammadiyah hammer, which is already in a strategic position both internally and externally.

DISCUSSION

Strength (Strategy)

Strength or strategy is a way to achieve a goal based on an analysis of the company (11). Based on field research, there are several strong points that the Main Clinic Siti Fadilah Supari PKU Muhammadiyah Palu, namely: 1) The clinic has included training for health workers. 2) Services prioritize two communities. 3) The clinic provides Homo Care services. 4) Good kinship. 5) The clinic has a pulmonary specialist. 6) Good organizational culture.

Weakness

Weaknesses are limitations or deficiencies that a company has in terms of facilities, resources, finance, management capabilities, and marketing skills (12). Based on research in the field, there are several weakness points at the Main Clinic of Siti Fadilah Supari PKU Muhammadiyah Palu at this time, namely: 1) Have not received BPJS payments. 2) Lack of patients who come for treatment. 3) Lack of patients who come for treatment. 4) Some rooms are not yet available. 5) Promotion only uses social media.

Opportunity

Opportunities are important situations that benefit or provide value to a company (13). Based on research in the field, several points of opportunity exist at the Main Clinic Siti Fadilah Supari PKU Muhammadiyah Palu, namely: 1) Collaborating with Alfa Midi. 2) In cooperation with LAZISMU. 3) In collaboration with MAXMA (Palu Clinical Laboratory). 4) Clinic Located in the center of the crowd (City Forest Tourism). 5) In cooperation with MDMC. 6) The clinic will be converted into a hospital. 7) Free examination to FKM UMP students. 8) Source of funds from the Muhammadiyah Central Executive. 9) Strategic location of the clinic.

Threats

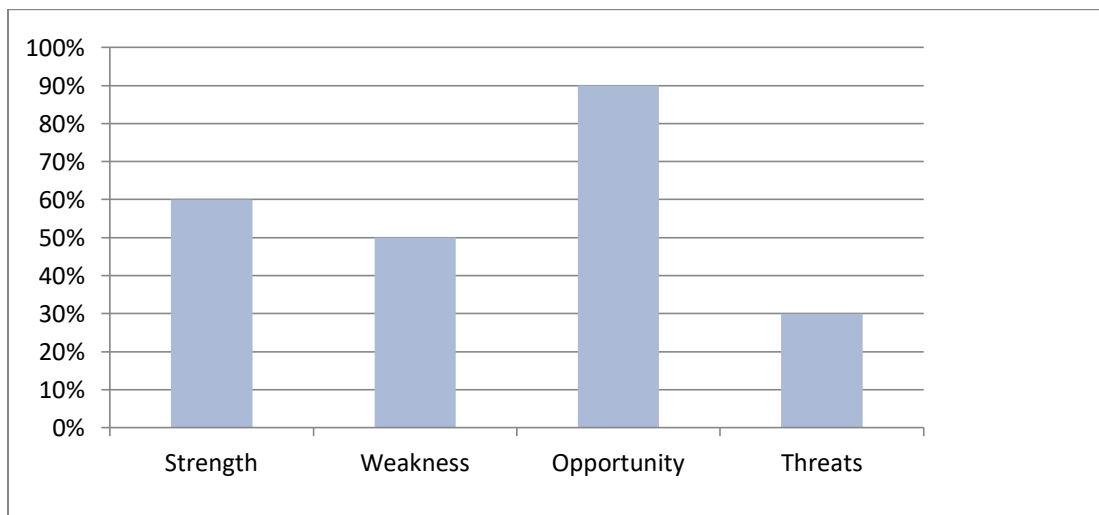
A threat is a situation that is not profitable or does not provide a positive value to a company (14). Based on research in the field, there are several points of threat faced by the

Main Clinic of Siti Fadilah Supari PKU Muhammadiyah Palu, namely: 1) By not accepting payment through BPJS, there will be fewer patients who come for treatment. 2) The location is not too large, so it can affect the visits of patients who come for treatment and include parking lots. 3) Most of the community does not know about the Clinic, this will be able to reduce patient visits for treatment.

Bar Chart Assessment Matrix

From several points obtained at the Siti Fadilah Supari Clinic, PKU Muhammadiyah Palu, researchers analyzed through a SWOT analysis, namely by looking at human resources, facilities and infrastructure, organizational structure, funding sources, suppliers, and the environment in general, which are very strategic in developing the quality of the clinic. because seeing from the theoretical description of the interviews that researchers get to field informants.

However, in terms of technical strategies to improve quality and develop the Main Clinic of Siti Fadilah Supari PKU Muhammadiyah Palu, it is still not optimal, according to researchers, because there are still weaknesses and threats in the clinic. The techniques that have not been maximized are such as: have not received BPJS payments, lack of patients who come for treatment, still lack medical equipment, some rooms are not yet available, promotions only use social media, the location is not too wide, most people do not know Clinic. Not only that, but the researchers also saw the room, the environment, and the average patient who came for treatment. So that some of these indicators have not been fulfilled, especially inpatient care, and it is feared that they have the potential to hinder the future development of the Siti Fadilah Supari Clinic, PKU Muhammadiyah Palu.



Therefore, in improving the quality of the Clinic, there are 3 strategic points that the Clinic must have in improving the quality of the Clinic, namely: 1) Market penetration

strategy seeks to increase market share where, in this case, the Clinic takes approaches to the surrounding community as a potential customer, using distributing pamphlets, conducting health education and seminars, examinations and free medical treatment. Also, a market penetration strategy can be implemented by placing advertisements on print, electronic, and internet media and publicity. This is to further introduce the Siti Fadilah Supari PKU Muhammadiyah Palu Clinic to the community and to add more patients in the future. 2) Market development strategies can be carried out by cooperating with insurance companies, especially with BPJS. Collaboration can also be carried out with universities to recruit or add quality human resources with high academic standards. The provision of training and skills specifically aims to achieve quality human resources and professionalism. Also, it is necessary to further enhance cooperation with midwives who do not have access to health services or are in remote villages or collaborate with doctors' practices to be able to bring referral patients to clinics. This can be caused by the lack of tools needed to handle these patients or the conditions where it is not possible to treat the patient. Furthermore, for the long term, the clinic is expected to be transformed into a hospital as soon as possible. 3) The product (service) development strategy can be carried out by adding health facilities with the latest technology, for example, laboratory equipment, and equipped with supporting equipment, namely more sophisticated medical devices. Also, it adds medical service facilities, for example, The perinatology room is equipped with sipes devices, at least 3 electric incubators, and patient monitors.

CONCLUSIONS

This study concludes the results of the research on the Strength and Opportunity of SWOT analysis activities owned by the Main Clinic of Siti Fadilah Supari PKU Muhammadiyah Palu, namely the potential to be able to develop further, seeing that with a strategic location it also has services that other clinics do not have, namely pulmonary poly. Physiotherapy, Homo Care services (house-to-house service). And the results of the research on the Weaknesses and Threats SWOT analysis activities that are owned by the Main Clinic Siti Fadilah Supari PKU Muhammadiyah Palu, which can potentially hinder the development and progress of the clinic because there are still weaknesses and threats such as seeing from service facilities, marketing promotion, not receiving payment through BPJS and clinic buildings which are still in the repair stage. Also, it is seen by the lack of patient visits, and by looking at the external environment of the clinic that in addition to having a positive impact on the clinic, this also has a negative impact, because it can disturb the comfort of patients who come for treatment.

SUGGESTION

The recommendation recommendations are expected to provide maximum guidance to students, with the hope that students will be able to apply the knowledge gained to the community to increase the highest degree of public health. And it is hoped that the clinic

will carry out a more massive strategy in developing and advancing the clinic, especially marketing promotion and clinical service facilities.

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