

ABSTRACT

Sumber Waras Hospital Cirebon is a class B private hospital. The marketing and public relations department is one of the departments manage by Sumber Waras Hospital. Based on the internal characteristics of the organization, the marketing department of Sumber Waras Hospital has a functional organizational structure type. One characteristic of a functional organizational structure is the activity grouped by main function, each staff is responsible for a major activity. But there is no specific division of functions and positions for each staff. In the existing organizational structure, there is only the information of staff 1 to staff 5, based on the number of the staff. This results in no clear division of labor and may result in the work performed by each staff becoming overlapping.

To create a functional organizational structure that is more effective and can improve the services provided by the hospital, it is necessary to analyze the existing business process. Gap analysis is performed on existing business processes with Healthcare Provider Process Classification Framework (PCF). The result of gap analysis is business process proposal which then used for 2 things, that is proposal of naming function of job title and proposal of job description.

From the proposed business process it can be seen that the naming of functions for each staff is based on grouping what business processes are the responsibility and performed by the staff concerned. The proposed naming of the function is used in the proposed organizational structure to replace position statement on the existing structure. The proposed job description is based on the result of the proposed business process with the RACI matrix to identify which party is responsible for an activity.

Keywords: *Business Process, RACI, Organizational Structure, Job Description, PCF, Gap Analysis*