

ABSTRACT

This research is motivated by the growing number of hospitals in the health service industry. The growth of the health service industry is in line with the increasing total population of Indonesia and the universal health insurance (BPJS) policy to all Indonesian people. Aside from that, the condition of the Rupiah that was unstable, the late payment of health funds by the BPJS, and the ability of the RSU X human resources to be less superior resulted in obstacles. RSU X makes a business strategy with the main goal is to improve the RSU X class to class C.

There are three stages in formulating strategies, namely input stage, matching stage, and decision stage. The input stage is done with a tool, namely the EFE and IFE matrix. The matching stage uses the auxiliary tools IE and SWOT matrix. The decision stage uses the QSPM tool to determine the most interesting strategies applied by the hospital. The method used by the researcher is qualitative and quantitative descriptive, which quantitative is used to facilitate the qualitative method. The sampling technique used by the researcher is the purposive sampling method with a total of nine people. The test of this study used source triangulation and member checks to 9 speakers.

The results of the input stage study obtained an EFE matrix score of 2.746 and an IFE matrix of 2.24, so that the position of the RSU X in the IE matrix matching stage was in quadrant V, namely the strategy of being held and guarded and the SWOT matrix obtained four alternative strategies. The RSU X QSPM stage decision gets a product development strategy.

The recommendation strategy for RSU X for businesses to survive and be maintained in the health service industry is to improve the quality of services in all outpatient and inpatient service units. Suggestions to RSU X are add medical human resource and to improve the quality of services in medical and non-medical human resources and increase the accreditation graduation rate from PERDANA become PARIPURNA.

Keywords: EFE, IFE, IE, Health care industry, SWOT, QSPM.