



IMPROVING THE PERFORMANCE OF EMMA MOJOKERTO HOSPITAL THROUGH SWOT ANALYSIS AND SKILL-DRIVEN STRATEGY

Oktaviana Pitri Astuti

Master of Hospital Administration, Airlangga University Surabaya

Email: oktavianapitri.17@gmail.com

ABSTRACT	Keywords
<p>Hospital management plays a crucial role in ensuring more efficient hospital operations, quality health services, and good financial sustainability. The need for dynamic health services, the role of hospital management is not only limited to administrative aspects, but also involves innovation, adaptation to technological developments, and response to market demands and health policies . This research aims to analyze the SWOT which then forms a Human Resources development strategy through a <i>Skill-Driven strategy</i> for Emma Mojokerto Hospital with several steps, including at the <i>Inching stage Learning and Development</i> will be implemented , at the <i>Progressing stage Workforce Planning</i> will be implemented , at the <i>Transforming stage Reward and Punishment</i> will be implemented , and at the <i>Actualizing stage Organization of Work</i> will be implemented .</p>	<p>SWOT, Skill-Driven, Learning and Development, Workforce Planning, Reward and Punishment, Organization of Work</p>

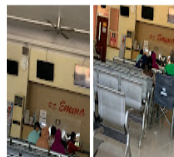
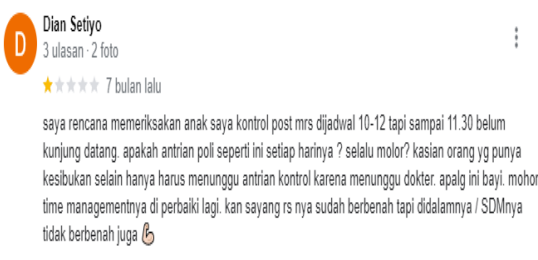
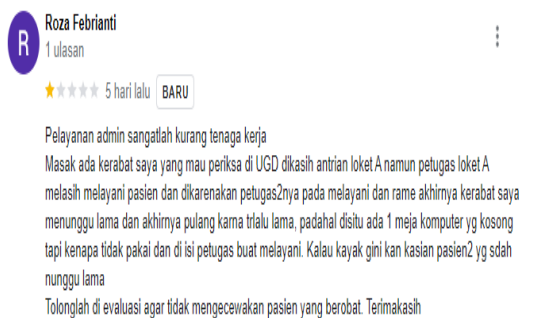
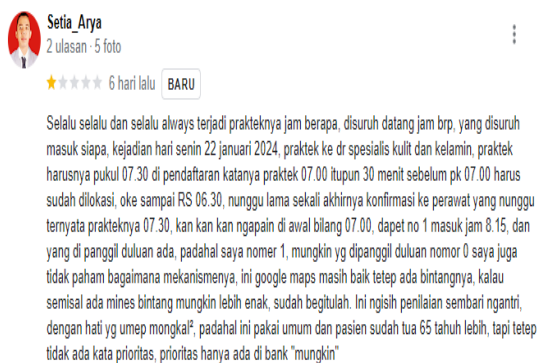
INTRODUCTION

Hospital management plays a crucial role in ensuring more efficient hospital operations, quality health services, and good financial sustainability. The need for dynamic health services, the role of hospital management is not only limited to administrative aspects, but also involves innovation, adaptation to technological developments, and response to market demands and health policies. Hospital management is a series of planning, organizing, coordinating, implementing, supervising and evaluating activities carried out to achieve the hospital's vision and mission. This management covers various aspects, including administration, finance, human resources, health services, and long-

term strategy development (Hemawati, 2019)

Implementing appropriate Hospital Management can improve Hospital Performance, namely the form of work achievement carried out by all employees and the Hospital medical team. Hospital performance includes aspects of quality, efficiency, finance, patient service, and impact on public health. In practice, hospital performance should be assessed objectively and systematically so that collecting, analyzing and implementing a policy can be carried out effectively and efficiently, such as measuring patient safety incidents which can reduce the risk of patient accidents, measuring patient waiting times starting from reception to medical services, to

evaluating patient satisfaction levels through feedback and surveys (Hemawati, 2019). One of the hospitals that is trying to improve its management to produce better performance is Emma Mojokerto Hospital. It is known that Hospital Emma Mojokerto received a review of 4.2 / 5 on *Google Business*. After analyzing the reviews one by one, it was found that patients gave a "one star" rating which indicated dissatisfaction with the services provided.



Source: Google *Business* Emma Mojokerto Hospital

Figure 1 Negative Patient Reviews

Based on reviews from the three patients, it can be concluded that the queuing mechanism at Emma Mojokerto Hospital is

still inadequate, apart from that the queues at the health clinic and payment counters are too long, causing patients and their families to waste a lot of time queuing, resulting in dissatisfaction. After conducting a simple interview with Triska Ramdhani, the Administration Department of Emma Mojokerto Hospital, an explanation was obtained that the patient wanted to be in queue number 1 and was advised to register one day in advance *online*. Then an evaluation was carried out on the negative reviews which turned out to occur at the Skin and Venereology Specialist practice where the morning practice schedule was 07.30 - 09.00 and registration had to be done H-1 (17.00-19.00).

Theoretical basis Hospital management

Hospital management is a series of planning, organizing, coordinating, implementing, supervising and evaluating activities carried out to achieve the hospital's vision and mission. This management covers various aspects, including administration, finance, human resources, health services, and long-term strategy development. In the management of Hospital Management, there is a system known as the Management Information System which aims to process and organize data and information that is useful in supporting the implementation of tasks, especially in the hospital environment. So that the information provided by the Management Information System can be useful for management, it is necessary to analyze various kinds of information needed by hospitals and patients, such as management activities that will be carried out and what decisions can be taken to resolve a problem in the hospital (Hemawati, 2019).

The importance of hospital management is ensuring the provision of high quality health services, because with efficient management, patients can receive care that suits their needs, making the hospital a safe and effective place to receive medical care. Hospital Management also helps in organizing and managing resources efficiently in employees, medical teams, medical equipment, and facilities thereby

helping to avoid wastage of resources and increase productivity. In addition, implementing appropriate hospital management can increase patient satisfaction by providing services that are friendly, timely and in accordance with patient needs. Patient satisfaction is not only a moral aspect, but can also influence a hospital's reputation and patient visit rates (Masyhudi, 2019).

Hospital Performance

Hospital performance is a form of work achievement carried out by all employees and the hospital medical team. Hospital performance includes aspects of quality, efficiency, finance, patient service, and impact on public health. In practice, hospital performance should be assessed objectively and systematically so that collecting, analyzing and implementing a policy can be carried out effectively and efficiently, such as measuring patient safety incidents which can reduce the risk of patient accidents, measuring patient waiting times starting from reception to medical services, to evaluating patient satisfaction levels through feedback and surveys (Hemawati, 2019).

SWOT Analysis

SWOT is an abbreviation of *Strength*, *Weakness*, *Opportunity* and *Threat*. SWOT analysis is a tool used by managers to develop business, because through SWOT you can assess the impact of a policy and then carry out effective strategic planning. SWOT is a system or process for considering internal and external factors that influence an organization's performance in relation to competitors or market situations, where strengths and weaknesses are internal to the organization being evaluated, while opportunities and threats refer to the broad context or environment in which the organization operates. operate (Hatta et al., 2018)

Kusuma (2016) explains that *Strength* is an internal factor in the form of excellence that an organization has and can be maintained or developed in order to achieve maximum performance. *Weakness* is an internal factor in the form of deficiencies that harm or

hinder organizational performance, thereby causing inefficiency in operational implementation. *Opportunity* is an external factor in the form of an opportunity that can be utilized by an organization so that it can generate profits for the organization. Meanwhile, *threats* are external factors that can threaten or harm an organization because they can pose risks or obstacles.

Skill-Driven Strategy

Skill-Driven Strategy is a strategy where the organization no longer just manages work, but also includes certain skills and competencies. The *Skill-Driven Strategy* focuses on developing and applying the skills possessed by employees, especially on developing data analysis skills and data-based decision making to improve the company's operational performance and effectiveness (Knispel, 2022).



Source: (Knispel, 2022).

Figure 2. Stages of Skill-Driven Strategy

Based on this picture, there are four stages of the *Skill-Driven strategy*, including:

1. *Inching Stage* is the initial stage in implementing a *Skill-Driven strategy*, where individuals or organizations begin to slowly develop the specific skills required in a particular context, for example, developing data analysis skills in business decision making.
2. *Progressing Stage* is the stage where the development of specific skills continues and progresses. This stage can involve improving skills in planning effective strategies and identifying opportunities.
3. *Transforming Stage* is the stage where the skills that have been developed undergo transformation and begin to be applied more widely. Additionally, this stage can also involve applying data analysis skills for more informed and effective decision making
4. *Actuating Stage* is the stage where the skills that have been developed are applied and implemented in real action, thus

involving the execution of product strategic plans based on the skills possessed.

RESEARCH METHODS

This research is a qualitative type of research, namely research that aims to find in-depth information and describe and explain the quality of a phenomenon. Qualitative research tends to use very small samples or sources, so it cannot be considered representative of the entire population. Characteristics of qualitative research include the use of inductive thinking patterns, emphasis on analysis or description, and a focus on explaining phenomena in depth (Abdussaman, 2021). Researchers have selected 5 informants who work at Emma Mojokerto Hospital to conduct interviews with the aim of analyzing the SWOT of the hospital. Next, the results of the interview were processed using 3 stages of Qualitative Data Analysis Techniques, namely data reduction, data presentation, and drawing conclusions.

RESULTS AND DISCUSSION

Interviews were conducted with five informants, including the Administration Department, Head of the Medical Records Unit, Marketing, Hospital Management, and Staff. Based on the results of the interview, the following analysis was obtained:

Table 1. Informant Interview Results

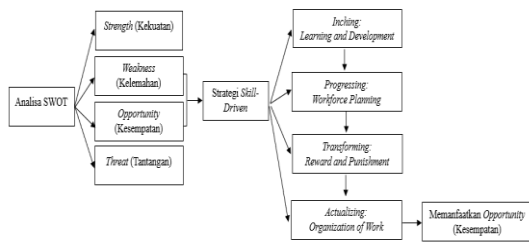
N	Informant Identity	Analysis	Statement
1	Yuriska 24 years old, Head of Medical Records Unit	<i>Strength</i>	EMMA Hospital is a hospital that has been accredited by PARIPURNA, EMMA Hospital also serves patients from BPJS, General and other Insurance. At EMMA Hospital there are also VVIP, VIP, Class 1, Class 2 & Class 3 rooms available.
2	Barce	<i>Weakness</i>	<ul style="list-style-type: none"> The image of Emma

	31 years old, Staff		<p>Hospital is that it is an expensive hospital and the service is not fast enough, which still sticks with patients/local residents</p> <ul style="list-style-type: none"> Communication between staff and speed of service is very poor which results in a long time in providing service
3	Triska 26 years old, Administration	<i>Opportunities</i>	<p>The expected opportunity is that with the opening of the new Emma Hospital building, it will become the hospital of choice for the local community and the Hemodialysis service will be opened, the service will be better.</p>
4	Emi 24 years old, Hospital Management	<i>Opportunities</i>	<ul style="list-style-type: none"> The location is strategic so that many people will come to Emma Hospital Many are already familiar with Emma Hospital Collaborating with several companies
5	Sulistiyani ngsih 37 years old, Marketing	<i>Threats</i>	<ul style="list-style-type: none"> Many hospitals are close to Emma Hospital The more people understand the digital world and understand the world of health, the more patients they want to serve well Equalization between classes 1,2,3 according to JKN Kris standards

Source: Researcher, 2024

In accordance with the information from the five informants, a *Skill-Driven Strategy will*

be formed to improve Weaknesses and develop Opportunities



Source: Researcher, 2024

Figure 3. Skill-Driven Strategy Process

Based on this process, after exploring the problems that occurred at Emma Mojokerto Hospital using SWOT Analysis, where the main focus of the research problem was on *the Weaknesses* of Emma Mojokerto Hospital and *Opportunities* that had not been fully utilized, then a Human Resources development strategy was implemented in the form of a *Skills Strategy*. Driven by 4 process stages (*Inching*, *Progressing*, *Transforming*, and *Actualizing*) which are expected to form a work plan for the development of Emma Mojokerto Hospital by utilizing existing *opportunities so that the performance of Emma Mojokerto Hospital can be better*.

- 1) At the *Inching stage*, *Learning and Development* will be implemented, namely a development and learning approach to improve employee skills which aims to develop employees' special skills in accordance with their respective responsibilities.
- 2) In the *Progressing stage*, *Workforce Planning* will be implemented, namely a workforce planning process which aims to ensure the organization has the right number, type and skills of employees in the right work division.
- 3) In the *Transforming stage*, *Reward and Punishment* will be implemented, which is an approach that involves giving rewards and punishments as part of the organization's transformation strategy, such as developing an incentive system based on the skills and competencies of employees.
- 4) In the *Actualizing stage*, *Organization of Work* will be implemented, which is a strategy that involves

reorganizing work structures and processes to support the application of the skills that have been developed. This includes reorganizing tasks and responsibilities to support the application of skills in real work contexts.

CONCLUSIONS AND RECOMMENDATIONS

Emma Mojokerto Hospital has a *strength*, namely that Emma Hospital is a hospital that has been accredited by PARIPURNA, Emma Mojokerto Hospital also serves patients from both BPJS, General and other insurance. At Emma Hospital there are also VVIP, VIP, Class 1, Class 2 & Class 3 rooms available. The next *weakness* is the image of Emma Mojokerto Hospital, which is an expensive hospital and the slow service is still attached to patients/local residents, communication between staff and The speed of service is very poor which results in a long time in providing service.

Then *the opportunity* that is had is the opportunity that is expected with the opening of the new building at Emma Mojokerto Hospital to become the hospital of choice for the local community and the Hemodialysis service will be opened, the service will be better, and the location is strategic so that many people will come to Emma Mojokerto Hospital, many who is already familiar with Emma Mojokerto Hospital, and has collaborated with several companies. Meanwhile, the threat is that there are many hospitals close to Emma Mojokerto Hospital, the more people understand the digital world and understand the world of health, the more patients want to be served well, as well as equalization between classes 1, 2, 3 according to JKN Kris standards.

Therefore, based on the SWOT analysis carried out, suggestions can be given for developing *Skill-Driven strategies* to improve the performance of Emma Mojokerto Hospital, including:

1. *Learning & Development*: Hospitals can implement development and training programs for medical and non-medical staff to improve clinical, leadership and communication skills. For example, training on improving skills in caring for

critical patients or stress management training for staff working in demanding environments.

2. *Workforce Planning* : Hospitals need to plan human resource needs to ensure the availability of adequate staff in various units, such as nurses, doctors and supporting medical personnel. This planning also involves staff placement according to expertise and specialization, as well as anticipating future workforce needs.

3. *Reward & Punishment* : Incentive systems can be implemented to encourage superior performance, such as giving awards to staff who provide high quality service. On the other hand, sanctions or warnings are needed to ensure compliance with medical protocols and patient safety procedures to prevent errors that could harm patients

4. *Organization of Work* : Hospitals need to organize efficient and effective work procedures, including task assignments, work schedules, and work flow. For example, in the emergency unit, work arrangements must be designed to treat patients quickly and appropriately, while in long-term care units, work arrangements must support continuous and holistic care for patients.

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