

## SWOT ANALYSIS STRATEGY FOR MAINTAIN PARIPURNA ACCREDITATION LEVEL II MARTHEN INDEY JAYAPURA HOSPITAL

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### ABSTRACT

Plenary accreditation of TK II Marthen Indey Hospital must be maintained to provide assurance of service quality because failure to maintain it has a direct effect on service, welfare and trust in Marthen Indey Hospital. From the failures experienced by hospitals in several regions in Indonesia, it is a valuable lesson for Marthen Indey Hospital. This study aims to maintain Plenary Accreditation with the SWOT Analysis Strategy, because this strategy is popular, relevant and widely used in companies or organizations that are national in scale. The method used in this research is a mix method which begins with a quantitative method involving thirty respondents and a qualitative method involving five informants for thirty days. The results obtained in this study are: Strength's strategy (strength) by increasing the discipline of updating the knowledge and skills of supervision so as to produce consumer trust and satisfaction, with quantitative value strength 3,1 (strength). Weakness (Weakness) is always attempted to meet the infrastructure so that services are more effective and efficient, such as procurement of Information Systems and Hospital Management, with quantitative value weakness -2,6 (week). Opportunities (opportunity), namely by taking advantage of the opportunities for the high population density in Jayapura City and the community's low education, with quantitative value 2,76 (Opportunity). The threat (Threat) faced by the Indey Marthen hospital is not too significant, with quantitative value -2,6 (Threat).

**Keyword:** *Strategic, SWOT, Accreditation Hospital, Plenary*

### 1. PRELIMINARY

Hospital is a health care institution that organizes personal health services in plenary that provides inpatient, outpatient and emergency department ".Sedangkan sense of Hospital according to the Indonesian Health Ministry Decree No. 1204 / Menkes / SK / X / 2004 Requirements Environmental Health Hospital, stated that: "Home S akit a health-care facility, a gathering place for the sick and healthy people, or it can be a place of disease transmission and allow the pollution environments and disorders health " (Ministry Health RI No. 340 Year 2010). Hospitals are an important part of the health system. Rumah S akit provides complex curative services, emergency services and referrals. Rumah S akit must always improve service quality in accordance with customer expectations to increase service user satisfaction. In Act – Law 44 Year 2009 on Hospitals, Article 29 letter told that hospitals are required to provide health care that is safe, quality, anti-discrimination and effective with priority patients in accordance with the standard of hospital services, then Article 40 paragraph (1) states that In an effort to improve hospital services, accreditation must be carried out periodically at least once every three years. From the aforementioned law, hospital accreditation is important for the reason that quality and quality are integrated and cultivated into the hospital service system (Ministry of Health, 2009).

The accreditation process is designed to improve the safety culture and quality culture in the hospital, so that it always tries to improve the quality and service. Through the accreditation process is one of the benefits of hospital can increase public confidence that the Hospital focusing target on patient safety and quality of the waiter's . Hospital accreditation standards are an effort by the Indonesian Ministry of Health to provide a tool that encourages hospitals to continuously improve the quality and safety of services. Thus hospitals should implement hospital accreditation standards, including standards for hospitals that apply in accordance with the translation of the 2012 edition Standar Akreditasi Hospital accordance with the standards of accreditation Hospital of the increased performance, the hospital is in ordered doing assessment ( MOH, 2011 ).

The definition of hospital accreditation is a process whereby an independent institution either from within or outside the country, usually non-governmental, conducts an assessment of the hospital based on the applicable accreditation standards. The aim of Hospital Accreditation Benefits include :

- Increase public confidence in the hospital services concerned because it is oriented towards improving quality and patient safety.
- Administrative processes, costs and use of resources will become more efficient.

- Creating an internal hospital environment that is more conducive to healing, treatment and patient care.
- Respect rights of patients and involves brand A is the treatment process.
- Providing guarantee, satisfaction and protection to the community for the provision of health services.
- The KARS accreditation organizer (Hospital Accreditation Commission) is an officially appointed institution and is authorized to carry out verification surveys and accreditation surveys, to further decide the appropriate accreditation predicate for a hospital. As an independent institution implementing Accreditation for Hospital which is functional and non-structural, KARS is responsible to the Minister of Health of the Republic of Indonesia.

The 2012 version of hospital accreditation includes 15 chapters / working groups (Pokja), 323 standards and 1218 assessment elements (EP), including: Patient Safety Goals (SKP), Patient and Family Rights (HPK), Patient and Family Education (PPK), Quality Improvement and Patient Safety (PMKP), Millennium Development Goals (MDG), Service Access and Service Continuity (APK), Patient Assessment (AP), Patient Services (PP), Anesthesia and Surgical Services (PAB), Drug Use Management (MPO), Communication and Information Management (MKI), Staff Qualifications and Education (KPS), Infection Prevention and Control (PPI), Governance, Leadership and Guidance (TKP), Facility Management and Safety (MFK). The facilities, tools, procedures, actions, etc. Completeness of documents: Policy / SK, guidelines, standard operating procedures (SOP) or Protap, proof of implementation of activities, work programs, daily reports, monthly or daily reports. Method of assessment: The assessment team (surveyor) will be in the hospital for  $\pm 3$  days consists of 3 people (management, medical and nursing) Chairman RS presented the program quality improvement and patient safety RSD dilanjutkan telah documents, telah medical records sealed and examine medical records open and field surveys, site assessment focused on the search of patients to be interviewed or Direct observation of health services that the patient has received or is currently receiving. At the same time, the completeness of the accreditation documents is also observed and asked to the staff and hospital leaders. Findings of incomplete documents or lack of quality of service must be corrected at that time after receiving a surveyor's recommendation. i environment of hospital facilities. Search KPS FMEA

presentation, Guideline Clinical Practices or Clinical Pathways, Risk Management and IKP (Patient Safety Incidents) Exit Conference Leaders Interview.

SWOT analysis (*Strength, Weakness, Opportunity, and Area*) is one type of analysis that is quite popular. This method of analysis is detailed enough that it is often used. It is important for an organization to understand the strengths and weaknesses in order to identify the opportunities and threats that will be faced. The results of the analysis used in the preparation of organizational planning and decision making process to achieve its goal as an organization has a goal to be achieved, so it is important to determine the internal and external factors to formulate the strategy and how the technical implementation. Marthen Indey Hospital is a referral hospital from around the Jayapura area. Aspects of SDM A highly committed leader will bring change to both Marthen Indey Hospital, both changes in the performance of human resources and hospital services. HR both medical and non-medical are friendly so that service to patients increases. We still need other facilities and infrastructure to support services and this is being pursued starting from 2017 onwards and the real condition of the Marthen Indey Hospital has a bed capacity of 122 beds. Weaknesses *These* weaknesses can be described here, however does not reveal the company's fatal flaws. Here are some.

Aspects of Services: Some of the services they are carried out under the existing standard because it is not in accordance with the SOP Services, System service Home Sakit still not going well as expected, specialist owned limited so that some services can not be fulfilled as required, Services there are still minimal rooms due to the limited number of new rooms that will be developed by 200 rooms in 2020.

HR Aspects: Not all of the existing human resources can meet the staffing standards and make these standards a work culture. The limitations of the existing specialists mean that services are not maximized. The quality of service competence at the executive level does not meet existing standards.

Financial Aspects: The allocation of the proceeds from the acquisition of public services has not been maximally distributed. The existing budget is still centralized based on a priority scale.

Facilities and Infrastructure Aspects: The land is large but has not been properly tilled so that the layout is not conducive to both visitors and patients, still lack of service rooms owned,

maintenance of facilities and infrastructure is still not optimal as expected.

### Problem Formulation

Based on the background that the author has described, the authors formulate this research is how to maintain the Plenary Accreditation of the Kindergarten II Marthen Indey Hospital Jayapura by using SWOT analysis .

### Research Objectives

Men NOTICE Analysis SWOT as stra Tegi defend the right Accreditation Plenary Houses S akit T k II Marthen I ndey Jayapura Papua. Knowing Strength, *Weakness*, Opportunities and *Threats* as strategy maintain accreditation Paripurna . The results of the research can be used as reference and evaluation materials to improve the quality of accreditation and also as a means of exchanging ideas about how to improve service credit at the T k II Marthen Indey Hospital.

- Adding knowledge and develop a systematic insight into a study .
- Implementation and compare the theory that has been taught in the lecture.
- Increase knowledge, especially in hospital crediting in health services .

## 2. LITERATURE REVIEW

The definition of hospitalization according to WHO (1957) is given a limitation, namely "a comprehensive part of the community, both curative and rehabilitative, where the output of the service reaches family services and the environment. The hospital is also a training center for health workers and for biosocial research". Hospital was established and organized with the main objective of providing health services in the form of nursing care, medical and diagnostic measures as well as medical rehabilitation efforts to meet the needs of patients. Meeting the needs of these patients would be based on the limits of their capabilities that hospital - each. The definition of hospital is a means of health efforts that carry out health service activities and can function as a place for health personnel education and research (Depkes RI, 1994) . The hospital is a complex organization that uses a combination of complex and specialized scientific equipment, which is functioned by a group of trained and educated personnel in dealing with problems related to modern medical knowledge for the purpose of restoring and maintaining good health. Providing full quality and satisfying health services to patients or customers based on science with a moral and ethical foundation.

- Increasing the development of doctors and specialist doctors who are professional, visionary, innovative, and have noble character.
- Increase sustainable human resource development.
- Develop hospital services along with the development of science and technology.
- Improve quality and maintain hospital service standards.
- Cooperating with educational institutes, especially in the health sector.
- Carry out medical research continuously and best.
- Developing institutions and improving the hospital facilities and infrastructure .
- Build an *innovative* and *accountable* financial accountability system .
- Developing a solid internal supervision synergy through the creation of a *reward and punishment* based performance supervision system .

Based on the decision of the Minister of Health No. 983 / Menkes / per / II 1992 "assignment R ome S akit is implementing health measures as well as efficient and effective manner with emphasis on healing and recovery efforts are carried harmoniously integrated with efforts to improve the prevention and carry out referral efforts ". Rumah Sakit is a health service institution that provides complete individual health services (promotive, preventive, curative, and rehabilitative) that provides inpatient, outpatient and emergency services (Law No.44 of 2009).The organization of the hospital must be based on Pancasila and based on human values, ethics and professionalism, benefits, justice, equality of discrimination, equity, protection and safety of patients, and has a social function.Based on Permenke s No.56 of 2014 The hospital is divided into two, namely the General Hospital (R uma h S ick which provides health services in all fields and types of disease) and Special Hospital (hospital which provides main services in one particular area or type of disease. based on scientific discipline, age group, organ, type of disease or other specificity ). The services provided by the general hospital include medical, pharmaceutical, nursing and midwifery services, clinical support, non-clinical, and inpatient services. Hospital classification is regulated in Law no. 44 of 2009 concerning Hospital and Permenkes No. 56 of 2014 regarding the classification of hospitals. Public hospital types / classes A, B, C, D, and D Pratama (Primary Class D Hospital was established and organized to ensure the availability and increase accessibility of the public to second-

level health services and can only be established and held in disadvantaged areas, borders, or islands).

### Hospital Accreditation

Accreditation Hospital is recognition of the Hospital given by agent independent organizer accrediting set by the minister for health is, after judged that the Hospital that meet the service Hospital applicable to improve service quality sustainable hospital (Permenkes No.12 of 2012 concerning Hospital Accreditation). Hospital required to conduct a crediting in its efforts to improve service quality on a regular basis every 3 (three) years. This is stated in law number 44 of 2009 concerning Hospitals, article 40 paragraph 1, states that, in an effort to improve the quality of hospital services, accreditation must be carried out periodically at least once every 3 (three) years. Acceptable accreditation for all hospitals, both public / government hospital and private / private / BUMN hospital. Data from KARS (Commission on Accreditation of Hospitals) in 2015 recorded only 284 Hospital accredited nationally from 2,415 hospitals registered in Indonesia. The number of Accredited Nursing Houses that have not been accredited is 2,131 Accredited Houses so that in proportion only 11.75% of Accredited Nurseries are accredited in Indonesia. Therefore, the commitment from the leadership and the support of all the human resources at the Hospital also has an important role in achieving success. KARS Accreditation decision by the achievements of Home Sakit on Accreditation of Hospitals National Standard Edition 1. Executive Chairman KARS consider all the results and information while on the initial survey or resurvey for decision making accreditation results. The result can be that the organization meets the criteria for accreditation in whole or in part, or does not meet the criteria and is unable to obtain accreditation. Final accreditation decisions are based on the Hospital's compliance with Accreditation standards. Rumah Sakit did not receive a score / score as part of the final accreditation decision. When a hospital successfully meets the KARS.

### SWOT Analysis

The history of the origins of SWOT analysis is provided by Albert Humphrey S, one of the founders of what we know today as SWOT analysis. Albert Humphrey died on October 31, 2005. He was one of those good people. The SWOT analysis comes from research conducted at the Stanford Research Institute 1960-

1970. SWOT's background stems from the need to find out why a business plan can fail. This research was funded by the Fortune 500 to find out what can be done about this failure. The research team included Marion Doshier, Dr Otis Benepe, Albert Humphrey, Robert Stewart, and Birger Lie. It all started with a trend towards corporate planning, which appeared to have first emerged in Du Pont in 1949. By 1960 every Fortune 500 company had a 'corporate manager' (or equivalent) and an 'Association of Long-Term Corporate Planners' spreading across the country. United States and United Kingdom. But the opinion is growing in all of these companies that corporate planning in the form of long-term planning does not work, does not pay off, and is an expensive investment in waste. It is widely held that managing change and setting realistic goals that bring confidence to those in charge are difficult and often result in questionable compromises. The fact remains, even though the company's long term planners are convinced, there is still a missing link in how to get the management team to agree and commit to implementing the action programs that have been developed. The SWOT analysis method can be considered as the most basic method of analysis, which is useful for looking at a topic or problem from 4 four different sides. The results of the analysis are usually in the form of directions or recommendations to maintain strength and to increase profits in terms of existing opportunities, while reducing shortages and also avoiding threats. If used properly, this analysis will help to see what has been forgotten or not seen so far. From the above discussion, SWOT analysis is a useful instrument in conducting strategic analysis. This analysis acts as a tool to minimize the weaknesses that exist in a company or organization and reduce the impact of threats that arise and must be faced.

### 3. RESEARCH METHODS

This research type is *Mix Metode* which is a method of combining research with between two methods of study presented at the same time, qualitative and kuantitatif in a research activity that will be obtained data more konprehensif, valid, reliabel and objective (Sugiono, 2011). The research time was carried out from July to August 20 20 with the research location of the Tk Hospital. II Marthen Indey Jayapura which has been fully accredited in the 2012 edition of KARS. Informants are people who are expected to provide information about situations and conditions regarding the focus of research. Informants are divided into:

- Informant Kunci (key informant), consisting of 1 person where he is the head of Marthen Indey



Hospital who knows Marthen Indey Hospital as a whole in terms of management, services and other support.

- Information support consists of four people from Marthen Indey Hospital personnel directly involved in the governance of hospitals where they are the head of Inpatient and Head of the Service or the Head room unit.
- Quantitative Respondents, namely respondents who were taken randomly as many as thirty people from all units or sections of the Marthen Indey Hospital service, namely the outpatient unit and inpatient unit, while for inpatients were taken proportionally where the researcher conducted research in each treatment room and at different grade levels

#### Data collection techniques

- Data collection was carried out by observing and interviewing the head of the hospital, the head of the inpatient installation and several heads of treatment rooms at Marthen Indey Hospital, Jayapura .
- Secondary data were obtained from the Medical Records and Management of Marthen Indey Jayapura Hospital .
- The questionnaire was given to respondents who were patients or families seeking treatment at Marthen Indey Hospital and had previously agreed to the informed consent provided by the researcher and proven by the respondent's signature.

The data analysis stage is after collecting all the information that affects the continuity of the business, the next step is to utilize all of this information in quantitative models of strategy formulation which are analyzed using the SWOT Matrix by entering points of weakness (W), Strengths (S), Opportunities (O), and threats (T) into the matrix, then divide it into four quadrants into SO, WO, ST, and WT which is a combination of all strengths, weaknesses, opportunities, and threats. Untu source triangulation k test the credibility of the data is done by checking the data laporan yang obtained through several sources informant. Data that has been analyzed by researchers to produce a conclusion. Technique triangulation to test the credibility of the data is done by checking the data to the same source with

Tk II Marthen Indey Hospital has a vision and mission, namely the **vision** : to become a proud hospital for soldiers, civil servants and their families in the XVII / Cenderawasih Regional Military Command Area and benefit the community. Providing health services, health support and medical referrals, Developing the

different techniques. For example, data is obtained by interview, *Focus Group Discussion* (FGD), observation. If the three techniques for testing the credibility of the data produce different data, the researcher conducts further discussion with the data sources concerned or others, to ensure which data is considered true or maybe all of them are correct, because of their different points of view .Performed at different times on one source. Time often affects the credibility of the data. The data were collected using interview techniques during the day when the resource person had carried out some of the work on that day so that the information obtained was also more detailed so that he was not rushed when being interviewed. For this reason, in the context of testing the credibility of the data, it can be done by emphasizing by means of interviews, observations or other techniques in different times or situations.

#### 4. RESULTS AND DISCUSSION

Jayapura city is the capital of Papua province, Indonesia. This city is the capital of the province which is located in the easternmost part of Indonesia. The city is located on the bay of Jayapura. The city was founded by Infantry Captain FJP Sachse of the Dutch kingdom on March 7, 1910. From 1910 to 1962, the city was known as Hollandia and was the capital of the district of the same name in the northeast of the island of western Papua. The city was called Kota Baru and Sukarnapura (Sukarnapura, 1964) before adopting its current name in 1968. The literal meaning of Jayapura, like the city of Jaipur in Rajasthan, is 'City of Victory'. The city of Jayapura, located in eastern Indonesia, is the center of the most populous settlement in Papua Province. With an area of only 940 km<sup>2</sup>, this city must accommodate a population of 256,705 people with an annual growth rate of 4.41% per year. Around 94.5% of Jayapura City's population is concentrated in the western part of the city which only covers 33.33% of the total area. Jayapura City is located in the northern part of Papua Province at 1 ° 28'17.26 " -3 ° 58'0.82" South Latitude and 137 ° 34'10.6 " -141 ° 0'8.22" East Longitude. Geographically, Jayapura City consists of 5 (five) districts, namely North Jayapura District, South Jayapura District, Abepura District, Heram District and Muara Tami District, with the following boundaries:

ability of the existing resources through education and training according to their fields and professions, Carrying out research and development quality according to the development of science and technology, Improve the degree of public health through the general public health service program. Hospital Tk. II Marthen Indey, originally named Rumah Sakit Tk.III

dr. Aryoko was later changed to Hospital Friendly Tk.III Marthen Indey based on Skep Kasad Number: Skep / 61 / II / 1998 dated 24 February 1998 regarding the change in the name of the Tk Hospital. III Marthen Indey Jayapura. Increasing the status of Tk.III Marthen Indey Hospital to Tk.II Marthen Indey based on Kasad Regulation Number: Perkasad / 8 / VI / 2012 dated June 7, 2012 concerning Increasing the Status of 6 Hospitals from Tk.III to Tk. II. Rumkit Tk.II Marthen Indey has the main task of Health Support and Health Services for Indonesian Army soldiers, civil servants and their families in the XVII / Cenderawasih Kodam Area, in addition to the above duties. Marthen Indey Tk.II Hospital was appointed by Puskesmas TNI as the Main Backrest Hospital Ops task Force Military Command XVII / Cenderawasih, disamping main duties House S akit Tk. II Marthen Indey also provides services to the general public by utilizing more capacity in order to improve the quality of hospital services for soldier service patients, civil servants and their families. In accordance with this and to realize

better health services and in the context of preparing for PK BLU, it is necessary to make efforts to determine the type or class of Tk.II Marthen Indey Kesdam XVII / Cenderawasih Hospital, currently type C to move up to Type class B, in this case. this needs support from the upper command unit or related units .

#### Research Results

In the results of this study described in accordance with the method used in this study, namely the mix method where this research is a combination of qualitative and quantitative research. The results of research with qualitative methods This research starts from the number of human resources owned by Marthen Indey Hospital, namely from various disciplines that support services in the hospital, while the personnel strength is intended as follows:

Tabel 4.1 Qualification Persons of Marthen Indey Jayapura

No	Qualification	Total				Ket
		MILITER	PNS	PHL	MITRA	
I	Medicals					
1	Dokter Spesialis Peny. Dalam	1	-	-	1	
2	Dokter Spesialis Keswa	1	-	-	-	
3	Dokter Spesialis Obsgyn	1	-	-	4	
4	Dokter Spesialis Bedah	2	-	-	1	
5	Dokter Spesialis Anestesi	-	-	-	1	
6	Dokter Spesialis Radiologi	-	-	-	1	
7	Dokter Spesialis Anak	-	-	-	2	
8	Dokter Spesialis Mata	-	-	-	3	
9	Dokter Spesialis Orthopaedi	1	-	-	-	
10	Dokter Spesialis Jantung	-	-	-	1	
11	Dokter Spesialis Patologi Klinik	-	-	-	1	
12	Dokter Spesialis Paru	-	-	-	1	
13	Dokter Spesialis Kedokteran Fisik dan Rehabilitasi	-	-	-	1	
14	Dokter Spesialis THT-KL	1	-	-	-	
15	Dokter Umum	1	1	8	-	
16	Dokter Gigi	1	1	-	-	
17	Apoteker	1	-	1	-	
18	DIII Farmasi	-	-	5	-	
19	Penata Anestesi	-	-	1	-	
20	S1 Gizi	-	-	1	-	

21	DIII Gizi	-	-	1	-	
22	Radiografer	1	1	3	-	
23	Fisioterapi	-	1	1	-	
24	Ners	2	6	6	-	1 BP
25	Perawat (S1)	1	6	3	-	
26	Perawat (DIV)	-	-	2		
27	Perawat (D3)	5	33	84	-	
28	Perawat (SPK)	-	1	1	-	
29	Bidan(D3)	-	4	20	-	
30	Bidan	-	3	-		
31	Analisis (D3)	3	1	4	-	
32	Analisis Farmasi	5	-	2	-	
33	Analisis (SMAK)	3	-	2	-	
34	DIII Gigi	-	1	1	-	
35	Rekam Medik	-	-	1	-	
	Total	45	86	189		

Of all the personnel of Marthen Indey Hospital, there are several personnel who can represent to provide questions or information about the condition of the Hospital in relation to the strengths, weaknesses, opportunities and threats faced by Marthen Indey Hospital. The personnel

referred to are informants in this study, but before conducting the interview, an informed concentration was carried out and marked with the signature of the interview participants.

Tabel 4.2 Informan of Research

No	Initial Informan	Age	Tribe	Gender	educations	Years of service	Positions
1	Dr. FX. BS	57	Jawa	L	Spesialis	37 yr	Karumkit
2	Dr. RS	43	Batak	L	Spesialis	25 yr	Kapol THT
3	Ny. AR	52	Ambon	P	Sarjana keperawatan	27 yr	Kainstalwatn ap
4	Tn. MS	52	Jawa	L	Megister manajemen	28yr	Chair nurses komite
5	Tn.KS	37	Bali	L	Sarjana keperawatan	19 yr	Head of Room covid119

Based on table 4.2, an illustration shows that the age of the informants ranged from 37 years to 57 years with the sexes of 4 men and 1 woman and from various tribes such as Javanese, Batak, Ambon and Bali. That is a condition which is the strength of an organization or company where this is a concern for the progress of a company so that it can compete fairly and be able to contribute to the profits of the company or hospital. In interviews with informants, there are strengths that are owned by Marthen Indey Hospital.

..... "We have good human resources, both military and civil servants to advance Marthen Indey Hospital, as well as being the main referral center for combat victims, so that it is able to provide health services and support as well as provide care to patients and their families. However, in terms of financial capacity and assets do not have the same capabilities as other hospitals in the city of Jayapura, and the field of facilities and infrastructure has many limitations but can still be overcome with the ability to modify the existing situation "... (Informant 1)

..... "The ability of good human resources can even guide accreditation at other hospitals, where the accreditation of Marthen Indey Hospital is perfect, so that the ability of services can be counted on, but there are limitations in facilities and infrastructure as well as financial resources. use it for hospital operational costs ".....(informant 2)

..... "The strength that Marthen Indey Hospital has is in accordance with the capabilities of the Type C Hospital and is supported by the presence of sophisticated tools such as hemodialysis CT scans in the completion process, PCR examination tools which are in the preparation process including preparation in the field of human resources. the whole of the intended facilities is to support and maximize services at Marthen Indey Hospital, although strength over financial capacity still faces many obstacles, it still prioritizes services to patients and their families "... (Informant 3,4)

..... "Marthen Indey Hospital has been around for a long time and has received high trust from the community to provide health services and is able to provide full service with high discipline skills and good work dedication, although financial strength still requires good management. adhere to a priority scale system "... (Informant 5)

Based on the results of the interview above, it can be concluded that the strengths of Marthen Indey Hospital are the quality of human resources, both medical personnel and other health workers who are adequate as well as being a force that can provide health services and support and are supported by Accreditation Status of Hospitals. That is a condition which is a limitation of an organization or company where it gets serious attention to improve organizational capabilities. From the speakers, the interview results were as follows.

..... "The composition of organic employees and daily freelance employees is two-thirds of the strength that causes a lot of budget to be absorbed to pay for labor, not investment or development. Moreover, there is no hospital marketing team. To increase promotion of Marthen Indey Hospital, regarding facilities and the infrastructure owned by Marthen Indey Hospital is under moderate assessment where there are still limited facilities and weaknesses in the regulatory system. (Informant 1)

..... "There are several service units that are not yet optimal so that they require special attention from management, such as facilities and infrastructure that are not yet optimal, including the availability of specialist medical personnel in Hospital SIM

services who have not been connected to all hospital service units including in the financial sector. ....(Informant 2)

..... "Another weakness that Marthen Indey Hospital has is the number of treatment rooms including the building that is owned is an old building and public facilities such as a management parking lot that needs better attention, the ability of human resources is still needed. attention from management because most of the human resources are casual daily employees (KHL) (Informant 3)

..... "Geographical location of Marthen Indey Hospital. Not in a strategic location but outside the city center, human resources still need strengthening and support from the command to complement some of the shortcomings of both specialists and other health workers so as to maximize hospital services, although there are still weaknesses in the area of financial provision from Marthen Indey Hospital "... (Informant 4 and Informant 5)

Based on the results of the interview above, it can be concluded that in the SWOT analysis, Marthen Indey Hospital has the following weaknesses, the location of the hospital is less strategic outside the heart of Jayapura City, the Information and Management System has not been fully integrated, the lack of specialist doctors served on a long period of time, limitation of human resources with the status of good organic Militeer or Civil Servants, yet their marketing team Hospital, so the promotional efforts of service is minimal, weaknesses that have Hospital marthen indey not too significant so far This Rumah Sakiit Marthen Indey still stands to serve, Limitations and less organized parking spaces for vehicles, both for officers, patients and families. Namely opportunity analysis, a situation where an opportunity for an organization or company to develop so that it increases profits and advances the company in general while at the same time utilizing the potential of the company or hospital environment in interviews with informants the following statement is obtained.

..... "The population density of Jayapura City is an opportunity to increase hospital income if the hospital can provide better services, so that in the aspect of human resources it has the opportunity to increase health personnel through its own recruitment pathway without receiving acceptance from the center such as The Indonesian National Army and Civil Servants, in the infrastructure aspect, have the opportunity to complete



supporting facilities to provide services in accordance with the need for better services. In the financial sector, Marthen Indey Hospital has sources from 2 ministries, namely the Ministry of Defense and the Ministry of Health ".....

(Informant 1)

..... "There is a great opportunity to get Plenary Accreditation again with the support of good cooperation among working group members. Having the opportunity to add facilities and infrastructure with the cooperation of several SOEs so as to improve service quality, including increasing revenue from Marthen Indey Hospital ".....(Informant 2)

Namely analysis of threats, anything that can hinder the progress of a company or organization so that unfavorable environmental factors can cause the decline of an organization or company, if not immediately resolved these threats will become a barrier and can even have a very large impact in the form of stopping operations. a company or organization. From the results of interviews with informants, it can be described as follows.

..... "The real threat is the establishment of a new hospital in Jayapura City, which displays performance and a more strategic position as well as young workers, including more modern equipment so that it affects the services at Marthen Indey Hospital for less infrastructure. threatening because the experience and the establishment of the hospital have been decades ago, but the situation of the corona virus disease (covid19) is very threatening to the continuity of services as well as increasingly difficult financial capacity ".... (Informant 1, 2 and Informant 3). Based on the results of interviews from informants, the threats posed by Peliputi Hospital, the establishment of a new hospital in Jayapura City, the income of Competitor Hospital employees is higher, the availability of specialist doctors and modern and sophisticated equipment at competitor hospitals is more complete. Researcher uses a questionnaire to determine the value of Strength (*streght*), weakness (*weakness*), Opportunity (*o p portunity*) and threats (*Threat*). The following are the names of respondents in quantitative research.

No	Inisial Informan	Umur	Suku	Jenis Kelamin	Pendidikan	Ket
1	Tn.M	40 Th	Papua	Laki	SMA	Pasien
2	Ny.A	45Th	Papua	Wanita	SMP	Kel. Pasien
3	Ny.B	36Th	Jawa	Wanita	SMA	Kel. Pasien
4	Tn.Z	35Th	Batak	Pria	SMA	Pasien
5	Tn. S	24Th	Batak	Pria	SMA	Pasien
6	Tn.MA	25Th	Papua	Pria	SMA	Kel. Pasien
7	Tn.ZR	26Th	Papua	Pria	SMA	Kel. Pasien
8	Sdr.U	16Th	Papua	Pria	SMP	Pasien
9	Tn. A	26Th	Toraja	Pria	S.1	Pasien
10	Tn.L	24Th	Toraja	Pria	SMA	Pasien
11	Tn M	27Th	Bima	Pria	SMA	Pasien
12	Tn M	47Th	Jawa	Pria	SMA	Kel. Pasien
13	Tn R	35Th	Jawa	Pria	SMP	Kel. Pasien
14	Ny W	28Th	Batak	Wanita	D.3	Pasien
15	Ny I	26Th	Batak	Wanita	S.1	Kel. Pasien
16	Tn D	28Th	Batak	Pria	SMA	Kel. Pasien
17	Tn S	47Th	Papua	Pria	SMA	Kel. Pasien
18	Ny R	37Th	Papua	Wanita	SMA	Kel. Pasien
19	Ny U	26Th	Jawa	Wanita	SMA	Kel. Pasien
20	Tn I	27Th	Jawa	Pria	S.1	Kel. Pasien
21	Tn S	39Th	Jawa	Pria	D3	Pasien
22	Tn G	47Th	Jawa	Pria	SMA	Kel. Pasien
23	Ny R	47Th	Toraja	Wanita	SMP	Pasien
24	Ny G	37Th	Ambon	Wanita	SMA	Pasien
25	Ny B	46Th	Ambon	Wanita	SMA	Pasien
26	Tn T	27Th	Menado	Pria	SMA	Kel. Pasien
27	Tn R	54Th	Menado	Pria	S.1	Kel. Pasien
28	Tn J	33Th	Toraja	Pria	SMA	Pasien

29	Tn Y	38Th	Toraja	Pria	D3	Pasien
30	Tn U	35Th	Papua	Pria	SMA	Kel. Pasien

Table 4.4 Matrix Evaluation of Internal Strengths of Marthen Indey Hospital

No	Uraian	Bobot	Rating	Skor
1	Menjadi RS Rujukan Utama korban tempur	0,2	4	0,8
2	Tarif RSMI yang lebih murah dibandingkan dengan RS. Komptitor di Jayapura	0,2	3	0,6
3	Struktur Organisasi sesuai dgn RS. Kelas C	0,1	3	0,3
4	Layanan Rumah sakit yang karakteristik TNI	0,1	3	0,3
5	Status Rumah Sakit yang sudah terakreditasi Paripurna	0,2	3	0,6
6	Memiliki layanan unggulan seperti Penyakit dalam dan Bedah	0,1	3	0,3
7	Jumlah dan Kualitas tenaga medik yang cukup memadai	0,1	2	0,2
Jumlah				3,1

### Discussion of Qualitative Data

In accordance with this research method, the results of qualitative data are described where this study uses a proportional sampling system in each unit or section having the same proportion of both outpatient and inpatient units, the sampling is carried out alternately every day from outpatient treatment to continue. On the following day, hospitalization as well as inpatient care were carried out in each unit such as internal medicine, surgery, orthopedics, children, ENT, teeth, nerves, obstetrics and from each class both class I, II and class III with the conclusion of the results. research as follows. In determining the strategic factors of strength (strength) the author refers to the strategic plan of Marthen Indey Hospital where these

strategic factors are the results of the study of the Hospital team. From the results obtained by the researcher about the strength after multiplying the weight by the rating, the result is 3.1 where the rating is determined by the respondent through the pouring of the questionnaire and the researcher tabulates the questionnaire, the number of which is 30 respondents so that the opinion of the results is as above. The weaknesses faced in this quantitative research are in accordance with the strategic plan of Marthen Indey Hospital where strategic factors include personnel limitations, the absence of a completely integrated hospital SIM, lack of specialist doctors and lack of a marketing team resulting in low promotion or marketing of the hospital. Marthen Indey

Table 4.5 Results of the Weakness Recapitulation of the SWOT Matrix

No	Weakness	Weight	Rating	Score
1	Marthen Indey Tk.II Hospital SIM is not yet fully integrated.	0.2	-2	-0.4
2	The location and land of the hospital that are less strategic cause limitations in service and development	0.2	-3	-0.6
3	The absence of a hospital marketing team has resulted in a lack of promotion / marketing of what Rumkit services are	0.2	-2	-0.4
4	There are no specialists who serve for a long time	0.2	-3	-0.6
5	Lack of organic hospital personnel (military and civil servants) so that they rely more on KHL (freelance daily employees)	0.2	-3	-0.6
Total				-2.6

From results obtained researchers about the weakness (*weakness*) after multiply the weight with the rating got a yield of -2.6 where the rating is determined by the respondent by pouring on questionnaires and the researchers tabulated the number 30 questionnaire respondents that opinions such results above. In this quantitative study,

external factors affect the results of internal factors, where these external factors greatly influence environmental factors such as the population in Jayapura City, the relatively low level of education that has an impact on changes in people's lifestyles and morbidity, as for the results of the questionnaire obtained as following.

Table 4.6 Results of the SWOT Matrix Opportunity Recapitulation

No	Opportunities	Weight	Rating	Score
1	Jayapura city population density is high compared to the surrounding area	0.2	3	0.6
2	The level of education of the Papuan people tends to be still low so that it affects health behavior	0.2	3	0.6
3	The high demand for cooperation in health services	0.2	3	0.6
4	Changes in people's lifestyles, have an impact on morbidity,	0.1	3	0.3
5	Ten biggest diseases in Jayapura City Can Be Served by Rumkit Tk.II Marthen Indey	0.1	3	0.3
6	Lack of health facilities in Jayapura	0.2	3	0.6
Total				2.76

From the results obtained by the researcher about *Opportunity*, after multiplying the weight by the rating, the result is 2.76 where the rating is determined by the respondent through the pouring of the questionnaire and the researcher tabulates the questionnaire, the number of which is 30 respondents so that the opinion of the results as above

The results of this qualitative research also received threats in the form of a newly established hospital, of course, supported by modern and sophisticated medical equipment or equipment including human resources to support this factor which is a special note in the strategic plan of Marthen Indey Hospital. The following are the results of the questionnaire obtained in this study.

Table 4.7 Results of the SWOT Matrix Threat Recapitulation

No	Threat	Weight	Rating	Score
1	The income of employees at competitor hospitals is higher.	0.2	-3	-0.6
2	There are other hospitals that have been established and will be established in Jayapura city	0.2	-3	-0.6
3	The complete list of specialist doctors at Competitor Hospitals	0.2	-2	-0.4
4	Medical Devices (Sophisticated Equipment) Competitor Hospital	0.2	-3	-0.6
5	Late payment of BPJS claims	0.2	-2	-0.4
Total				-2.6

From the results obtained by researchers about Threat after multiplying the weight by the rating got a result of -2.6 where the rating was determined by the respondent through pouring on So the whole SWOT analysis is:

the questionnaire and the researcher tabulated the questionnaire, the number of which was 30 respondents so that they got results like above.

$$y = \frac{O - T}{2} = \frac{2,76 - (-2,6)}{2} = 2,68 = 3$$

$$x = \frac{S - W}{2} = \frac{3,1 - (-2,6)}{2} = 2,85$$

It means that the value of 3 from the strength means that it is strong enough, while the odds are the value of 3 means that it is quite likely. So the conclusion is based on a qualitative approach the SWOT matrix developed by Kearns lies in strength and opportunity so that it provides the possibility for Marthen Indey Hospital to develop more rapidly in accordance with the vision and mission of Marthen Indey Hospital. So the recommendations given are progressive, so it is possible to continue to expand and increase growth and achieve maximum progress. From the data obtained in interviews, documentation and observations, the following results were obtained The internal environment or the environment in

the organization, namely strength (*strength*) and weakness (*weakness*) are situations and conditions in an organization that influence each other and are interrelated according to the vision and organizational mission to achieve goals. The elements that become the study include HR (human resources), facilities and infrastructure, finance and services. Strength Hospital marthen indey of interviews in doing is related to human resources which, although quantitatively there are disadvantages, but the spirit and sense of nationalism and soul penggabidian very tinggi in support with discipline because students and trained militarily and loyalty good will make superior human resources reliable and ready to

compete in the world of work both at the local and national levels. Regarding facilities and infrastructure as well as finances in general being a limitation, but with the ability to manage and be based on service and progress-oriented Marthen Indey Hospital, there are no problems because there are efforts to use facilities and costs on a priority and urgent scale. including financial problems which are also limited due to following the policies and directives of the baio center from the Ministry of Defense and the Ministry of Health.

The result of the research is that there are several weaknesses of Marthen Indey Hospital, namely in the field of human resources where specialist medical personnel are still lacking and generally do not serve for a long period of time including a lack of paramedics so they have to recruit KHL personnel (Daily Lepas employees). In the field of facilities, there are limitations such as the unavailability of an integrated hospital SIM as a whole, in the financial sector there are still shortcomings so that management manages wisely through a priority scale. In the service issue, the priority is patient satisfaction, although with all the limitations, of course, by prioritizing communication from the hospital so as to foster trust and the number of visits. The field of human resources in the element of *opportunity* or opportunity is a matter of particular concern for hospital management which is related to the environment and population where the population of Jayapura City is a fairly dense population compared to other districts, and the level of community education tends to be low, so it affects healthy living behavior and dependence on health personnel and facilities. Facilities and infrastructure in this case there are many opportunities that Marthen Indey Hospital has, such as the provision of supporting facilities for the need for modern facilities and advanced technology such as *CT scan*, hemodialysis, *MRI* and other sophisticated facilities to support the need for optimal health status. Finance or Budget that is owned by Martin Indey Hospital has a greater opportunity because it is supported by two ministries, of course, in terms of facilities, it has greater expectations, but requires a good management system to adjust the needs of the plans of each of these ministries. , The opportunities that are expected from sufficient Human Resources, adequate facilities and infrastructure, as well as good finance will have an impact on good service as well. The threat of human resources is the movement of health personnel at the marthen

Indey Hospital to the newly established hospital so that it can affect services, but it does not last long because it can be resolved immediately. The threat of infrastructure that is faced by Marthen Indey Hospital is the establishment of the New Hospital which is of course also supported by more modern and more sophisticated facilities. Financial threats and services faced by Marthen Indey Hospital are not very significant, as evidenced by the continued existence of Marthen Indey Hospital with good trust from the community.

## 5. CONCLUSION

Based on the research results, it can be concluded as follows:

1. Marthen Indey Hospital has a strong Strength (*Strength*) with a weight of 3, in the section:
  - Hospital Accreditation status Merthen Indey Accreditation P a ripurna
  - Sufficient number and quality of medical personnel. I
  - Has sophisticated equipment (CT scan and hemodialysis)
  - Hospital services with TNI characteristics
  - Rates Hospital still less with other hospitals in the city of Jayapura
  - Trust in Marthen Indey Hospital is still high, especially when more patients from others go to Marthen Indey Hospital
  - Become a separate force or an obligation to accept combat victim referrals
  - *The response time* relarif is better than the hospital which is not fully accredited.
2. Marthen Indey Hospital has *Weakness* with a weight of -2.6 (weak), in the section:
  - The hospital management information system (SIM RS) is not yet integrated to all service units at the Martehn Indey Hospital
  - Location and land and fasilitas public park to n daraan minimal, resulting in limitations in service and development
  - There is no marketing team yet, so the promotion of Rumah S Akit Marthen Indey is still lacking
  - The lack of military personnel and civil servants in the hospital department so much absorbed budget for m embayar HKL services (Employee H arian Release)
3. Merthen Indey HOSPITAL have Opportunity (*Opportunity*) with a weight of 2.76 (Opportunities), in part:
  - The population density in Jayapura City is high in comparison to the surrounding area
  - The high demand for cooperation in health services



- The pattern of life in the community has an impact on morbidity
  - The ten biggest diseases in Jayapura City can be served at Marthen Indey Hospital
  - Lack of health facilities in the city of Jayapura
  - The level of education of the Papuan community tends to be low so that it affects public health behavior
4. Marthen Indey Hospital has a *Threat* with a weight of -2.6 (Weak), in the section:
- There are other hospitals that have been established and that are new to be established in Jayapura City
  - Sophisticated and modern medical equipment. A more complete competitor hospital
  - The complete range of specialist competitor hospitals
  - Competitor Hospital Income is higher
  - Late payment of BPJS claims

**Suggestions**

For Marthen Indey Hospital, Jayapura City

- To socialize the plan strategies in g unakan to achieve the goal of Rumah Hospital for both health care and for health support
- To find out how to maintain and develop the strengths of Marthen Indey Hospital
- To know the weaknesses that the Hospital has as well as to fix them
- To find out the opportunities that exist
- Increasing strength reduces weakness and increases the chances of preventing threats

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