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STRATEGIC PLANNING UNIT OF THE MEDICAL CHECK UP ADVENTIST HOSPITAL MANADO

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ABSTRACT

In order to maintain health is priceless, required an effort to prevent disease. Measures to detect diseases that may arise is very important, because not all diseases come with obvious symptoms and are often found incidentally during a medical examination. By being aware of it, Manado Adventist Hospital Medical Check Up organizing (MCU) for early detection of diseases, thus preventing complications that can arise. Medical Check Up hospital needs to be improved and developed through strategic planning MCU prefetch queue so that the number of participants has increased so as to increase the income of the Hospital. The goal of this research is to develop a strategic plan on the unit Medical Check Up Adventist Hospital Manado. This study used a qualitative method that aims to gain a more in-depth information about the strategic planning unit of the medical check-ups Adventist Hospital Manado. The experiment was conducted in a medical check-up unit Adventist Hospital Manado. The timing of the start of September to December 2014. The informant is seven (7) persons who are involved directly or indirectly in the implementation of the medical check-up, among others, the Director of the Hospital, Deputy Director of Medical Services, Outpatient Installation Head, Head field Marketing, Specialist Doctor, General Practitioner, nurse executive

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medical check-up in the outpatient installation Manado Adventist Hospital. Market development strategy in general can be done by establishing a marketing unit. Product development means developing existing products or improve product lines now.

INTRODUCTION

Health is very important for human being, because all activities are depended on the healthy condition. Many people will always try to keep the fit condition, but not a few people give less attention about it.

Health problem can occur because of life style, food factor, or environment effect. The diseases such as hypertension, diabetes, and heart attack, basically can be detected early, and if it has been detected, there will be many ways to prevent it.

People who don't feel sick isn't meant they are healthy. The preventive step or treatment before the disease becomes poor is easier and cheaper. This is the main benefit of medical check up, to detect the health problem early and give information needed for the following treatment.

Every person has the right to get proper live included health and prosperity of self and family. Declaration of United Nation (PBB) year 1948 about human right on clause 25 entry 1 stated that every person has right of life degree which is proper about health and prosperity of self and family, included the right of food, cloth, house and health care and also social service needed.

Indonesia Law No. 36 year 2009 explain that every person has same right in getting the save, qualified, and reached service. So that it is needed any efforts to wide and improve the health service to the society, included hospital service.

The change of health service becomes more complex because of the globalization of trading and economic. This caused the shifted of market dominance from producer to customer. The service was shifted to customer oriented, that is the customers hold the business control through the need, hope, and want. By the change of marketing, which is important factor in reaching the company's success, so that the Marketing Concept exactly should be considered, that is all of the company's plans and activities must be oriented to the customers.

The success of a business isn't aparted from developing market with dynamic competition by the superior and strategic programs which were emerged in order to be able to hold out. In that activity, there were adaptation and coordination between the product, price,

distribution channel, and promotion in order to create a strong exchange relationship with the customers.

In order to keep health which is unvaluable, it is needed an effort of prevention. The step to detect the disease which may emerge is very important thing, because not all of the diseases emerge with exact indication and oftentimes found intuitively when the people do the medical check up. By aware of that thing, Advent Manado Hospital hold Medical Check Up (MCU) service to detect any disease early in order to prevent the complication which may occur.

The hospital's Medical *Check Up* needed to be improved through strategic planning in order to increase the participant of MCU so that it could increase hospital's income. In doing the strategic planning, there were some factors that should be known, include analysis of internal and external factors, opportunity, and threat. The development of hospitals in Manado were increasing, it caused Advent Manado Hospital faced competitive competition inter-hospitals.

Advent Manado Hospital is a Christian health service institution which full supported by an institution which overshadowed under the Church of Masehi Advent Hari Ketujuh gives the service of emergency, in-patient and outpatient department, included MCU polyclinic. Number of MCU patients year 2011 were 1038. Number of MCU patients year 2012 were 1031. Number of MCU patients year 2013 were 431. Since the last 3 years, number of general outpatients showed decrease *trend* over the years.

From the medical check up report every year, it was found many health problems such as hypertension, diabetes, *asam urat*, lung tuberculosis and hepatitis B.

MCU products offered by Advent Manado Hospital are *Medical Check Up* Basic, Standard, Wellness, Executive, dan Executive wellness. The place is merged with other service in outpatient installation. The management and service of MCU were decided without analysis of internal and external factors which included opportunity and threat so that the MCU service hadn't optimally fulfilled customers' need, want, and demand. Based on this fact, the researcher was interested to analyze those factors in order to improve the service of MCU in Advent Manado Hospital.

Based on the introduction, so the formulation of the problem in this research was how to arrange strategic planning in Medical Check Up Unit of Advent Manado Hospital. The aim of this research was arranging

strategic planning in Medical Check Up Unit of Advent Manado Hospital.

METHODS

This research used qualitative method with the aim to get in depth information about the strategic planning of medical check up unit of Advent Manado Hospital. The research was done on September to December 2014. The number of informants were 7 (seven) people who directly and indirectly in concerned with medical check up activity, such as the Hospital's Director, Manager of Medical Service, Manager of Outpatients Installation, Manager of Marketing, Specialist, Medical Doctor, Nurse of medical check up in the outpatients installation of Advent Manado Hospital. The research instrument used were focus group discussion (FGD) and observation guide. The data obtained from focus group discussion were processed in the form of transcript. Then the data were analyzed by using content analysis method that was comparing the research result with teoretical reviews available.

RESULTS

Based on the situation analysis result (input step), the group did CDM (*Consensus Decision Making*) to find out and decide the *critical succes factor* or factors which could influence and or became the strength and weakness factors in Internal Factor Evaluation (IFE) and find out the factors which could influence and or became the opportunity and threat factors in *External Factor Evaluation* (EFE) for Medical Check Up Unit. At the group matching step, it used matrix IE and TOWS method. Then, it was decicion step, which was done by using QSPM analysis (*Quantitative Strategic Planning Matrix*).

1. Analysis of Internal Factors (IFE) and External Factors (EFE)

In doing IFE and EFE, the group used *Consensus Decision Making* (CDM) to make quality and rating for each factor which assumed as critical success factor. The result can be seen in the table below.

Table 1. IFE MCU Adventist Hospital Manado

<i>Critical Succes Factor</i>	Weight	Rating	Weight x Rating
Kekuatan (<i>Strength</i>)			
1. Partner Insurance and Lots	0,20	4	0,80
2. Time fast MCU Services	0,05	2	0,10
3. Competitive price	0,06	3	0,18
4. Complete facility	0,08	3	0,24
5. Vision mission has been understood	0,10	4	0,40
Kelemahan (<i>Weaknesses</i>)			
1. The MCU has not been in a special location	0,10	2	0,10
2. The organizational structure is still simple	0,10	2	0,20
3. Do not have a job description and SOP clear	0,20	4	0,80
4. There is no R & D unit	0,05	3	0,15
5. The information system is not adequate	0,06	2	0,12
TOTAL	1,00		3,09

Table 2. EFE MCU Adventist Hospital Manado

<i>Critical Succes Factor</i>	Weight	Rating	Weight x Rating
Peluang (Opportunities)			
1. Regular customer	0,10	3	0,30
2. The increase in the GDP	0,12	2	0,24
3. Healthy paradigm	0,20	3	0,60
4. UU Social Security	0,12	4	0,48
5. Suppliers of laboratory instrument and medical pretty much	0,05	1	0,05
Ancaman (Threats)			
1. Laboratories that provides MCU	0,13	3	0,39
2. The emergence of new competitors	0,05	2	0,10
3. Community awareness to do MCU	0,17	4	0,68
4. The entry of foreign investors	0,06	1	0,06
TOTAL	1,00		2,9

2. Internal Eksternal Matrix (IE)

In the matching step, the group used IE matrix by entering IFE and EFE values into IE matrix.

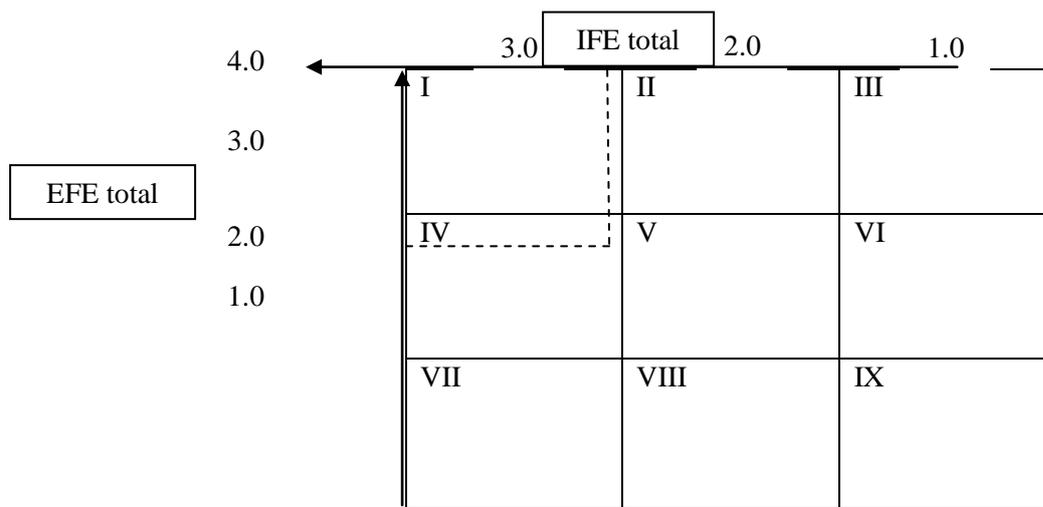


Figure 1. IE matrix MCU Adventist Hospital Manado

Based on the score, IFE MCU Advent Manado Hospital was 3,09 and EFE score is 2,9 and if those score entered into IE matrix, so Zenith Pharmacy was in cell IV. Strategy alternative which was suggested in this organisation lied on cell IV are Grow & Build Strategy: *market development, product development, dan market penetration.*

3. TOWS Matrix

The next matching step was by using TOWS matrix, by doing strategy inventarisasi SO, WO, ST, and WT. TOWS matrix was based on the opportunity factor which has greater quality than threat, and strength factor which was greater than weaknesses that produced MCU Advent Manado Hospital at the quadrant 2 (*Internal Fix – it Quadrant*).

Table 3. TOWS Matrix Strategy

IFE	Kekuatan (Strengths) 1. Partner Insurance and Lots 2. Time fast MCU Services 3. Competitive price 4. Complete facility	Kelemahan (Weaknesses) 1. The MCU has not been in a special location. 2. The organizational structure is still simple. 3. Do not have a job description and SOP clear. 4. There is no R & D unit 5. Inadequate information systems
EFE	5. Vision mission has been understood	
Peluang (Opportunities) 1. Customer remains 2. Increasing the GDP 3. The health paradigm 4. Social Security Act 5. Suppliers laboratory instrument and medical pretty much	4 Future Quadrant -Related diversification -Vertical Integration -Market Development -Product Development -Penetration	2 Internal Fix-It Quadrant -Retrenchment -Enhancement -Market Development -Product Development -Vertical Integration -Related diversification
Ancaman (Threats) 1. Laboratory that provides MCU 2. The emergence of new competitors 3. Awareness of the community to do MCU 4. The entry of foreign investors	3 External Fix-It Quadrant -Related diversification -Unrelated diversification -Market Development -Product Development -Enhancement -Status Quo	1 Survival Quadrant -Unrelated diversification -Divestiture -Liquidation -Harvesting -Retrenchment

4. Selection of Strategy Alternative

Based on the analysis of IE matrix, the position of MCU Advent Manado Hospital was at cell number 4 with strategy choices suggested are *market development*, *product development*, dan *market penetration*. Whereas, based on the TOWS matrix, the position of MCU Advent Manado Hospital was at quadrant 4, with the suggested strategies were *related diversification*, *vertical integration*, *market development*, *product development* dan *penetration*.

There was done a matching between strategies alternative which suggested at IE matrix and TOWS matrix propered with the position of MCU Advent Manado Hospital. The groups agreed to select the strategies alternative as follows:

1. *Market development* : entered the recent product into market or new location or new segment in the recent location, in order to reach greater volumes. me
2. *Product development*: developed the available product or extended recent product channel.

5. Strategy Decision

Strategy alternative which was selected based on group CDM are *Market development* dan *Product development*. Then, in order to determine the priority of both strategies, was done quantitative counting by using QSPM, which aimed to determine correlation value between internal and external factors and *Market development* dan *Product development* strategy alternatives. The result can be seen in the following table.

Table 4. Tabulation of Strategic Priorities

<i>Critical success factors</i>	Alternatif Strategi				
	Weight	<i>Market Development</i>		<i>Product Development</i>	
		AS	TAS	AS	TAS
Kekuatan (strengths)					
Partner Insurance and Lots	0,20	4	0,8	4	0,8
Time fast MCU Services	0,05	4	0,2	4	0,2
Competitive price	0,06	3	0,18	3	0,18
Complete facility	0,08	3	0,24	4	0,32
Vision and mission has been understood	0,10	4	0,4	4	0,4
Kelemahan (Weakness)					
The MCU has not been in a special location	0,10	4	0,4	4	0,4
The organizational structure is still simple	0,10	4	0,4	4	0,4
Do not have a job description and clear SOP	0,20	4	0,8	4	0,8
There is no R & D unit	0,05	4	0,2	4	0,2
The information system is not adequate.	0,06	3	0,18	4	0,24
Peluang (Opportunities)					
Number of fixed subscribers	0,10	4	0,4	4	0,4
Enhancement PDRB	0,12	3	0,36	3	0,36
healthy paradigm	0,20	4	0,8	4	0,8
Social Security Law	0,12	4	0,48	4	0,48
Suppliers of laboratory instrument and medical pretty much	0,05	3	0,15	4	0,2
Ancaman (Threats)					
Laboratories that provides MCU	0,13	4	0,52	4	0,52
The emergence of new competitors	0,05	2	0,1	2	0,1
Community awareness to do MCU	0,17	3	0,51	3	0,51
The entry of foreign investors	0,06	2	0,12	2	0,12
			7,24		7,43

According to the Total Attractiveness Score (TAS), strategy priority in arows are *product development* dan *market development*.

6. Strategy Adjustment

Generally, market development strategy could be done by making marketing unit. This unit has a duty to coordinate marketing departement started from making the plan until monitoring the progras. The basic component of market development strategy is the trade of the product.

Product development means developed available product or extended the recent product channel. The product was made more interesting for the market target

decided. This matter was directly related to the improvement of product quality.

The product was offerd in the form of packages of MCU treatment. The attention to product packages, which were more in demand in the market, need to be done more optimum to encourage the products into the exact target market.

By seeing the products offered by MCU Advent Manado hospital, some following cases can be done by MCU, including:

1. Widen the product line down ward. This case was done because there were many customers who choosed standard package, but less of them complaint because the price was rather high and

they asked to decrease some items of checking up.

2. The societies' need will always be developed, and also the needs of health care. About the MCU packages, it must be flexible according to the trending health problems.
3. Almost of MCU were done by the middle class and up with enough level of education, so that the product offering through seminars were one of the effective ways to be done.

DISCUSSION

From the research result, it can be concluded that:

Generally, *Market development* strategy can be done by making marketing unit. This unit has a duty to coordinate marketing department started from making the plan until monitoring the progress. The basic component of market development strategy is the trade of the product.

Product development means developed available product or extended the recent product channel. The product was made more interesting for the market target decided. This matter was directly related to the improvement of product quality. The product was offered in the form of packages of MCU treatment. The attention to product packages, which were more in demand in the market, need to be done more optimum to encourage the products into the exact target market. By seeing the products offered by MCU Advent Manado hospital, some following cases can be done by MCU, including:

1. Widen the product line down ward. This case was done because there were many customers who choosed standard package, but less of them complaint because the price was rather high and they asked to decrease some items of checking up.
2. The societies' need will always be developed, and also the needs of health care. About the MCU packages, it must be flexible according to the trending health problems.

CONCLUSION

In order to make it easier in planning the strategies in the future, the data needed whether internal or external must be completely provided.

1. The implementation of selected strategy, both operational and policy, can be done out of the rows

of highest priority, depended on the policy which will be done by the Director of the hospital, Operational Manager, and Capital Owners

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