

## ICASH-A094

### THE BUSINESS STRATEGIC PLAN FOR RSD KOLONEL ABUNDJANI BANGKO YEAR 2019 – 2023

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#### ABSTRACT

**Background:** The progress of the hospital industry now requires effective management to improve the quality and quality of service appropriate to the standard goals. Preparation of this business strategic plan should involve decision-maker in hospitals and existing organizational resources efficiently and effectively by taking into account current conditions. This study aims to provide a comprehensive review of the process of preparing a hospital business strategic plan so that an alternative strategy can be obtained for the next 5 years.

**Methods:** This study was used operational research, qualitative method with in-depth interviews and hospital performance reports analysis. External and internal environment factors included finance, customer, demographics, geography, policy, marketing, information system, human resources, physical facility and organization were used as evaluated variables. SWOT analysis and Balanced Scorecard framework were used to identify critical success management factors. The Consensus Decision Making Group (CDMG) matrix were used to determined factor evaluation matrix as a final score.

**Results:** Based on an analysis of external and internal environmental factors, alternative strategies that are suitable for current hospital conditions are market penetration and service product development. In order to realize this strategy there are several things that must be of particular concern, namely the limited resources that are available which include the availability of human resources and financial support and there is no available integrated hospital information system.

**Conclusion:** The business strategy plan recommended for developing RSD Kolonel Abundjani Bangko's services for the next 5 years is market penetration and service product development. In order to realize this strategic plan requires a strong commitment from all human resources in the hospital and related stakeholders.

**Keywords:** Hospitals, strategic plans, business strategy

#### INTRODUCTION

The progress of the hospital industry now demands government hospital management to improve service quality. Improving the quality of service in government hospitals is related of the concept of government reinventing, which influences the mindset of how an organization must act. Organizations must make various improvements to be effective and efficient in providing public services, one way is reform in the field of bureaucracy [1].

The implementation of bureaucratic reform in Indonesia, especially public services has begun since the issuance of Law No. 1 of 2004 concerning the Treasury of State and PP No. 23 of 2005 concerning Public Service Agency Financial Guidelines. Especially in the field of health services strengthened by the issuance of Law No. 44 of 2009 concerning Hospitals, which states that government-owned or

regional government hospitals are designated as public service bodies or regional public service bodies. This bureaucratic reform aims to improve public services efficiently and effectively [2,3,4].

Regional Public Service Agencies or BLUDs are systems implemented by local technical agencies / regional agencies in providing services to communities that have flexibility in the pattern of financial management as an exception to the general management requirements. One of the administrative requirements of government agencies that carry out public services such as hospitals that want to become public service bodies is the existence of a strategic plan. This strategic plan describes the strategic business of the hospital for the next five years to realize its vision and plan and plan for achieving performance over the next five years [5].

The strategic plan is a process in analyzing the situation and developing processes in decision making in an organization [6]. Strategic management is an art and science in formulating, implementing and evaluating cross-functional decisions (cross-functional) that make it possible for an organization to achieve its objectives [7].

The strategy formulation process consists of three stages, namely: input stage, matching stage and decision stage. The formulation used at the stage of impingement is External Factor Evaluation (EFE) Matrix which discusses key success factors from the external environment which represent opportunities and threats for the organization, and Internal Factor Evaluation (IFE) Matrix which discusses the key success factors of the internal environment which are strengths and weaknesses for the organization. The formulations used at the matching stage are Threats - Opportunities - Weaknesses - Strengths (TOWS) Matrix, and Internal External (IE) Matrix. The TOWS Matrix and IE Matrix discuss the current position of the organization based on EFE Matrix and IFE Matrix data, and produce an alternative strategy recommendation. The formulation used in the decision stage is Quantitative Strategic Planning Matrix (QSPM), discussing the priority scale of the chosen strategy using EFE Matrix and IFE Matrix data [7].

The Balanced Scorecard is a method for assessing financial performance from past performance and as a driver of organizational performance for the future. The Balanced Scorecard is a strategic management system that translates the vision and strategy of an organization into objectives and operational measures which are then expressed in four perspectives, namely: finance, customers, internal business processes, and growth and learning [8].

RSD Kolonel Abundjani Bangko is a type C hospital owned by the Merangin Regency government. This hospital was designated as a Public Service Agency in 2014 and has improved performance, both revenue, number of customers, types of services and service facilities. This performance improvement is not accompanied by careful planning to deal with problems that arise. This is due to the fact that the preparation of a strategic plan does not involve all related parts in policy making.

At the Merangin District level, the development of the Regional Medium-Term Middle Development Plan (RPJMD) is underway for 2019 - 2023. In accordance with Permendagri No. 79 of 2018 concerning the Regional Public Service Agency, that one of the administrative requirements for becoming a regional public service body is a strategic plan document [5]. In order to realize the vision and mission of RSD Kolonel Abundjani Bangko listed in the strategic plan, it must be guided by the Merangin District RPJMD and the preparation process must be systematic and strategic for the next 5 years (2019-2023) by considering external and internal factors, and involving all parties which is related.

Based on this, the authors want to examine the process of preparation the Business Strategic Plan for RSD Kolonel Abundjani Bangko in 2019-2023 by combining 3 (three) stages of strategy formulation and the Balanced Scorecard method. The results of this business strategy plan document are expected

to be a guideline for stakeholders in making policies for the development of future hospital services and one of the alternative references for government hospitals in compiling documents on their business strategic plans.

## **METHODS**

This research is operational research with qualitative data analysis. Using analysis of primary data and secondary data. Primary data is collected qualitatively by conducting in-depth interviews with informants. Secondary data was collected through research on performance documents relating to hospitals. The decision making process at each stage of strategy formulation uses the Consensus Decision Making Group (CDMG) .

This study does not use populations or samples as data sources. The research subjects used internal and external informants who understood the condition of the hospital and had the capacity to propose policies for the hospital and had held position for more than 2 years. Internal informants considered to have criteria in this study include ; Head of Hospital, Head of Administration, Head of Sector, Head of Section, Head of Subdivision, Chair of the Committee. The external informants chosen in this study were the Hospital Supervisory Board, Head of Sosbud, of Merangin District Bappeda, and Chairperson of Commission II DPRD Merangin District.

Primary data was obtained by in-depth interviews with informants using interview guidance tools and secondary data obtained from hospital annual report documents. In-depth interviews with internal informants regarding clarification about the vision and mission, human resources conditions, technology in the hospital and competitors. In-depth interview external informants regarding local government policy in terms of development, future expectations for future based on reports from the community on hospital performance. The results of primary and secondary data are discussed in the Consensus Decision Making Group (CDMG) forum.

## **RESULTS**

### ***A. Vision and Mission***

The vision of RSD Kolonel Abundjani Bangko is "Becoming the Best Regional Hospital in Jambi Province Towards Merging MANTAP 2023". Vision describes the desires, hopes and ideals of the organization in the future [9]. As a government hospital, its vision and mission must be in line with the vision and mission of the newly elected regional head. This vision can be measured and has a target period of achievement. But the inclusion of the year 2023 as a target of achieving the vision, especially those related to making regional hospitals the best in Jambi Province. It is expected that in 2023 the Colonel Abundjani Bangko Hospital will become the best hospital in providing health services to the people of Merangin Regency and the people of Jambi Province in general.

The mission of RSD Kolonel Abundjani Bangko are :

1. Providing excellent service, wholeheartedly and compassion by prioritizing patient safety
2. Develop competitive and professional HR
3. Improve, develop facilities and infrastructure that meet standards and are environmentally sound in supporting local government programs.

Mission is a series of sentences that state the purpose or reason for the existence of an organization that contains what is provided by the company to the community, both in the form of products or services [10]. The mission of RSD Kolonel Abundjani Bangko's was good enough, in which the mission contained what had to be done to achieve the vision and provided guidance on how to achieve it.

### **B. Environmental Analysis**

Internal and external environmental factors analyzed include: finance, customers, demographics, geography, policy, marketing, information systems, human resources, physical facilities and organizations [6,11,12].

External factors which constitute an opportunity for the RSD Kolonel Abundjani Bangko as stipulated in the Consensus Decision Making Group (CDMG) include; the existence of regional head support, the existence of a national health insurance program (JKN), increased public awareness about health, strategic location of hospitals in the cross-Sumatra lane, cooperation with private companies in health care packages for private companies, and development of service facilities.

External factors that are a threat to the hospital include; limitation of subsidies from local governments (PEMDA), public image of outpatient services, delays in the disbursement process claims services by third parties, tiered referral systems that have not been optimal, and lack of interest in specialist doctors to RSD Kolonel Abundjani Bangko.

Internal factors which are the strength of the hospital include; increasing patient visits, increasing hospital income, having the status of a regional public service agency (BLUD), accredited, health service referral center in Merangin district and surrounding areas, and having permanent specialists and contracts.

Internal factors which are weaknesses of the hospital include; the absence of a hospital marketing team, a hospital information system (SIRS) that has not run optimally and has not been integrated, regulation of employee discipline that is not optimal, does not yet have an organizational culture that focuses on customers, and infrastructure is not yet complete according to standards.

### **C. SWOT Analysis with Balanced Scorecard Framework**

The results of the external and internal environment analysis are discussed in the *Consensus Decision Making Group* (CDMG) forum. Decisions taken from the CDMG forum are classified based on the *Balanced Scorecard* concept, namely; financial, customer, internal business processes and growth and learning perspectives. The results of the study in table 1.

Table 1. SWOT Classification Based on the *Balanced Scorecard*

Variables	Critical Success Factors	S – W – O – T
Financial Perspective		
Income	Increased hospital income	Strength(S)
Financial Management	Delay in disbursement of service claims by third parties	Threat (T)
	Restricting budget subsidies from local governments	Threat (T)
Customer Perspective		
Demographics	Increased patient visits	Strength (S)
	Increased public awareness of health	Opportunity (O)
Geography	Strategic location in the Sumatera crossing lane	Opportunity (O)
Customer	Community image of the response time in outpatient care	Threat (T)
	JKN program policy	Opportunity (O)
Policy	There is support from the regional head	Opportunity (O)
	Already a BLUD status	Strength (S)
	Accredited	Strength (S)

Variables	Critical Success Factors	S – W – O – T
	Health service referral center in Merangin District and its surroundings	Strength (S)
	Regulation of employee discipline is not optimal	Weakness (W)
Internal Business Process Perspective		
Marketing	Collaboration with the private sector to develop a medical service package for company employees	Opportunity (O)
Information Systems	SIRS has not run optimally and has not been integrated	Weakness (W)
Physical Facilities	Development of service facilities	Opportunity (O)
	Facilities and infrastructure are not complete according to the standard	Weakness (W)
Growth and Learning Perspective		
HR	Lack of interest in specialist doctors to Kolonel Abundjani Bangko Hospital	Threat (T)
	Have a permanent specialist doctor and contract	Strength (S)
Organization	Tiered referral system that is not optimal	Threat (T)
	No hospital marketing team yet	Weakness (W)
	Not yet optimal organizational culture that focuses on customers	Weakness (W)

#### D. The Input Stage

Critical Success Factors that have been determined in the previous stage are then evaluated using the External Factor Evaluation (EFE) matrix and Internal Factor Evaluation (IFE) matrix. All components in the Consensus Decision Making Group (CDMG) determine the weight and rating for each key factor to get the EFE and IFE score. The EFE and IFE consensus results obtained are presented in the IFE Matrix table and EFE Matrix table 2.

Table 2. External Factor Evaluation (EFE) Matrix

No	Critical Success Factors	Weight	AS	TAS
<b>OPPORTUNITIES</b>				
1	There is support from the regional head	0,10	3	0,30
2	There is a national health insurance program policy	0,12	4	0,48
3	Increased public awareness about health	0,10	3	0,30
4	Strategic location in the Sumatra crossing lane	0,12	4	0,48
5	Collaboration with private companies to develop medical service packages for company employees	0,10	3	0,30
6	Development of service facilities	0,07	2	0,14
<b>Total</b>		<b>0,61</b>		<b>2,00</b>
<b>THREAT</b>				
1	Delay in the process of disbursing claims by third parties	0,07	2	0,14
2	Community image of the response time in outpatient care	0,08	3	0,24
3	Restricting budget subsidies from Regional Governments	0,07	2	0,14
4	Tiered referral system that is not optimal	0,10	3	0,30

5	Lack of interest in specialist doctors to Kolonel Abundjani Bangko Hospital	0,07	2	0,14
<b>Total</b>		<b>0,39</b>		0,96
<b>TOTAL NUMBER</b>		<b>1,00</b>		2,96

If a total score of 4.0 indicates the hospital responds amazingly to the opportunities that exist and avoids threats. If a total score of > 2.5 indicates the hospital has a greater chance, if < 2.5 indicates the hospital has a greater threat. If a total score of 1.0 indicates the hospital does not take advantage of the opportunities available and does not avoid external threats [13].

The total number of EFE matrix values = 2.96. this shows that RSD Kolonel Abundjani Bangko has a great opportunity in the future development.

Table 3. Internal Factor Evaluation (IFE) Matrix

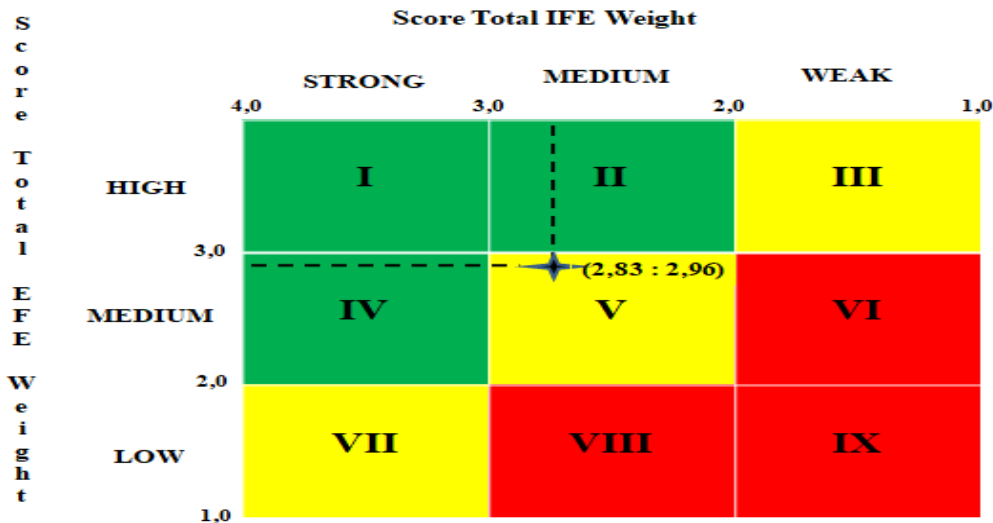
No	Critical Success Factors	Weight	AS	TAS
<b>STRENGTH</b>				
1	Increased hospital income	0,12	4	0,48
2	Increased patient visits	0,10	3	0,30
3	Has the status of a regional public service agency	0,10	3	0,30
4	Already Accredited	0,10	3	0,30
5	Health service referral center in Merangin district and its surroundings	0,10	3	0,30
<b>Total</b>		<b>0,63</b>		<b>2,01</b>
<b>WEAKNESS</b>				
1	Regulation of employee discipline is not optimal	0,08	3	0,24
2	hospital information system that has not run optimally and has not been integrated	0,08	2	0,16
3	Don't have an organizational culture that focuses on customers	0,08	2	0,16
4	The absence of the Hospital marketing team	0,07	2	0,14
5	Facilities and infrastructure are not yet complete according to the standard	0,06	2	0,12
<b>Total</b>		<b>0,37</b>		<b>0,82</b>
<b>TOTAL NUMBER</b>		<b>1,00</b>		<b>2,83</b>

Based on the results of calculations on the IFE matrix, the total attractiveness score of IFE matrix = 2.83 shows that the position of RSD Kolonel Abundjani is internally strong [13].

### **E. The Matching Stage**

Based on the results of the previous stages, the total EFE matrix score = 2.96 and the total IFE matrix score = 2.83. The results of mapping on the internal - external matrix (IE) show the position of RSD Kolonel Abundjani Bangko is in cell V (*hold and maintain*). The strategy used for cell V position is *market penetration* and *product development*.

Figure 1. Internal - External (IE) Matrix



Based on the results in the previous stage, the opportunity element score (2.00) is greater than the threat element score (0.96) and the strength element score (2.01) is greater than the weakness element score (0.82). Based on this data, the position of RSD Kolonel Abundjani Bangko in the TOWS Matrix is in quadrant IV (Future Quadrant). This quadrant offers strategic recommendations, namely related diversification, vertical integration, market development, product development, market penetration. Quadrant IV in the TOWS matrix describes the future, the best situation for the organization. Hospital management must maximize the strength possessed and take advantage of external opportunities.

Figure 2. TOWS Matrix

	<p><b>List Internal Strength</b></p> <ol style="list-style-type: none"> <li>1. Increased hospital income</li> <li>2. Increased patient visits</li> <li>3. Already a BLUD status</li> <li>4. Already accredited</li> <li>5. Health service referral center in Merangin district and its surroundings</li> <li>6. Have a permanent specialist doctor and contract</li> </ol>	<p><b>List Internal Weakness</b></p> <ol style="list-style-type: none"> <li>1. Regulation of employee discipline is not optimal</li> <li>2. SIRS has not run optimally and has not been integrated</li> <li>3. Don't have organization culture that focuses on customers</li> <li>4. The absence of Hospital marketing team</li> <li>5. Facilities and infrastructure are not yet complete according to the standard</li> </ol>
<p><b>List Eksternal Opportunities</b></p> <ol style="list-style-type: none"> <li>1. The is support from the regional head</li> <li>2. There is a JKN program policy</li> <li>3. Increased public awareness about health</li> <li>4. Strategic location in the Sumatera crossing lane</li> <li>5. Collaboration with private companies to develop medical</li> </ol>	<p><b>Future Quadrant</b></p> <ol style="list-style-type: none"> <li>a. Related Diversification</li> <li>b. Vertical Integration</li> <li>c. Market Development</li> <li>d. Product Development</li> <li>e. Market Penetration</li> </ol>	<p><b>Internal Fix-It Quadrant</b></p> <ol style="list-style-type: none"> <li>a. Retrenchment</li> <li>b. Enhancement</li> <li>c. Market Development</li> <li>d. Product Development</li> <li>e. Vertical Integration</li> <li>f. Related diversification</li> </ol>

service packages for company employees 6. Development of service facilities		
<b>List Eksternal Threats</b> 1. Delay in the process of disbursing claims by third parties 2. Community image of the response time in outpatient care 3. Restricting budget subsidies from Regional Governments 4. Tiered referral system that is not optimal 5. Lack of interest in specialist doctors to RSD Kolonel Abundjani Bangko	<b>Eksternal Fix-It Quadrant</b> a. Related diversification b. Unrelated diversification c. Market Development d. Product Development e. Enhancement f. Status Quo	<b>Survival Quadrant</b> a. Unrelated Diversification b. Divestire c. Liquidation d. Harvesting e. Retrenchment

The results of mapping the position of RSD Kolonel Abundjani Bangko's on IE matix are *hold and maintain*, while mapping on the TOWS matrix is *future*. Based on the matching of the results of the mapping of the two matrix positions, the recommended alternative strategy recommendations are *market penetration* and *product development*.

#### F. The Decision Stage

The decision-making stage (Decision Stage) is done with CDMG to jointly decide on the order of priority scales selected from all alternative strategy elaborations analyzed using Quantitative Strategic Planning Matrix (QSPM). Translation of alternative stratgies into selected strategies and objectives of selected strategies, such as in the table 4.

Table 4. Selected Strategy Descriptions in Strategy Objectives

No	Strategy	Selected Strategy	Selected Strategy Objectives
1	Market Penetration	Promotion and marketing development	Increase cooperation with third parties
		Increasing the quantity and quality of HR	The fulfillment of the quantity and quality of HR
		Improve performance culture	The realization of a performance culture
		Budget efficiency	Realization of budget efficiency
2	Product Development	Customer satisfaction	Realization of customer / stakeholder satisfaction
		Improve quality service quality	Realizing quality service quality
		Service product development	Develop service products
		Increase revenue growth	Increase hospital income
		Complete service facilities and infrastructure	Evaluate and maintain service facilities and infrastructure facilities
Build integrated SIRS	Develop SIRS in all service units		

From the results of Quantitative Strategic Planning Matrix (QSPM) analysis, the selected strategies are determined based on the priority scale as follows :

1. Customer satisfaction
2. Improve quality service quality
3. Development of promotion and marketing
4. Service product development

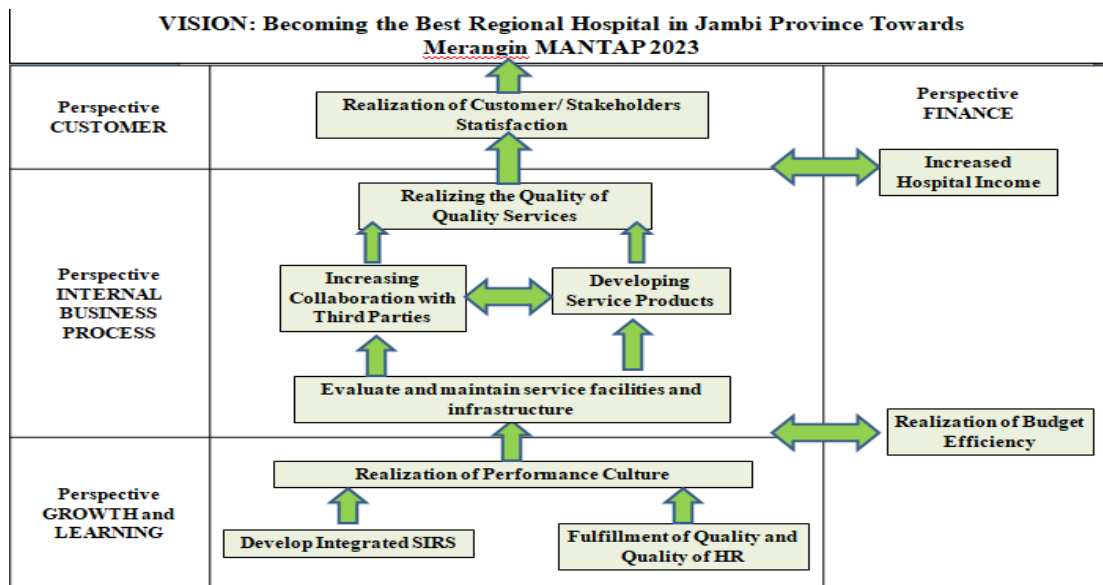


5. Increase revenue growth
6. Completing service facilities and infrastructure
7. Build an integrated hospital information system (SIRS)
8. Improve the culture of performance
9. Making budget efficiency.

The goals or objectives of the strategy are selected in table 4, then mapping based on the *Balanced Scorecard* includes financial perspectives, customer perspectives, internal business process perspectives, and growth and learning perspectives. This strategic map shows cause and effect and is interrelated from 4 perspectives in realizing the vision, where the main focus in realizing the vision of government organizations is the customer's perspective in the form of customer or stakeholder satisfaction

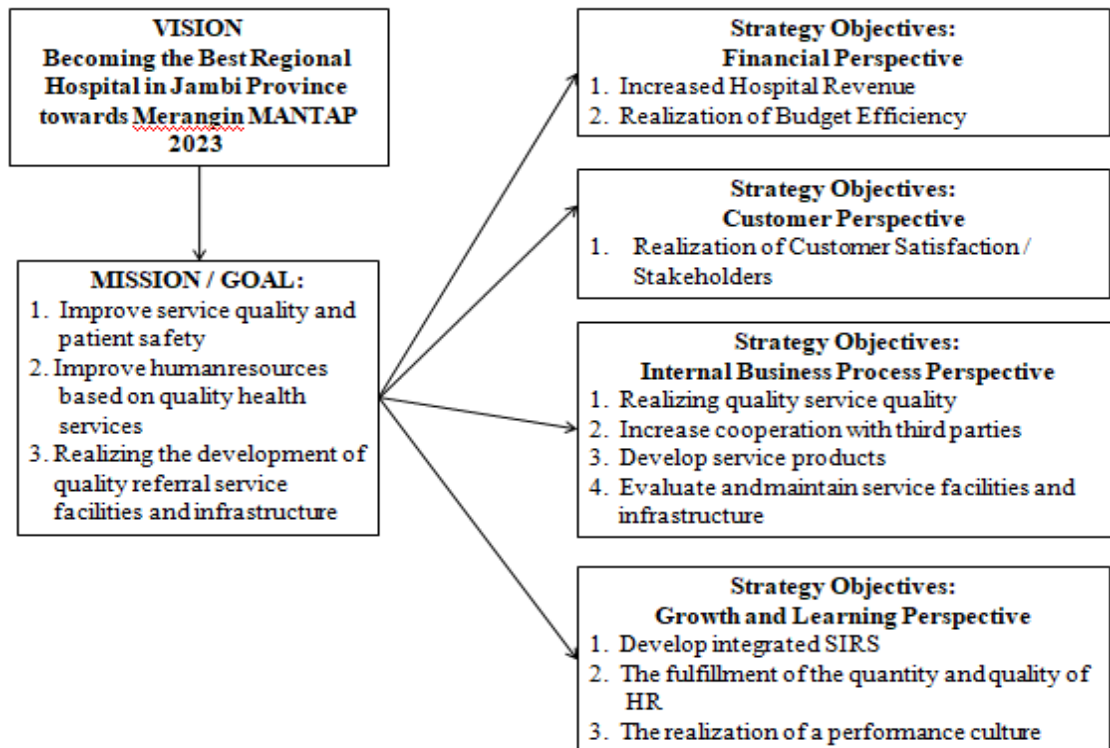
With the implementation of selected strategies from the perspective of growth and learning, namely developing integrated hospital information system (SIRS) and fulfill the quantity and quality of human resources, it is expected to improve the performance culture so that it indirectly affects the strategy from a financial perspective, namely budget efficiency in every work program achievement. Likewise, to realize the strategy from the customer's perspective, customer satisfaction or stake holders can be realized if the strategy from the perspective of internal business processes goes well and realization of customer satisfaction impacts on increasing hospital income. The 4 linkages perspective of the Balanced Scorecard concept in realizing the hospital vision are shown in Figure 3 and the elaboration of the vision, mission and strategic objectives as shown in Figure 4.

Figure 3. *Balanced Scorecard* Strategy Map



The growth of health care facilities in Merangin District such as private hospitals, public health centers and health clinics is not so rapid, this is related to the availability of human resources, especially specialist doctors and limitations of medical devices technology. The growth of health service facilities can be utilized by the management of RSD Kolonel Abundjani Bangko in terms of cooperation in referral health services and for now the existence of other health service facilities is not a competitor in providing services to customers.

Figure 4. *Balanced Scorecard Component in Realizing Vision and Mission*



### G. The Implementation Stage

Implementation of alternative market penetration strategies is carried out with selected strategies, namely by means of ; promotion and marketing development, increasing the quantity and quality of human resources, improving the culture of performance, and budget efficiency. Implementation of product development strategies is carried out with selected strategies, namely by means of; customer satisfaction, improve quality service quality, develop service products, increase revenue growth, complement service facilities and infrastructure, and build an integrated hospital information system (SIRS)

The implementation of the chosen strategy in the business strategic plan is the stipulation of work program targets that are used to realize the hospital's vision and mission for the next 5 (five) years. The preparation of the work program target in the hospital business strategic plan based on the Balanced Scorecard perspective, can be seen in table 5.

Table 5. The Business Strategic Plan of RSD Kolonel Abundjani Bangko in 2019 - 2023

Business Goals	Strategy Goals	Indicator	Target
Finance	Increase revenue	Increase service utilization	increase from the previous year 2019 = 5% ; 2020 = 7,5% ; 2021 = 7,5% ; 2022 = 10% ; 2023 = 12,5%
		BOR increases	2019 = 65,5%; 2020 = 67,5%; 2021 = 70% ; 2022 = 72,5%; 2023 = 75%

Business Goals	Strategy Goals	Indicator	Target
		Increased service revenue	increase from the previous year 2019 = 10%; 2020 = 10%; 2021 = 12,5%; 2022 = 12,5%; 2023 = 15%
	Realization of budget efficiency	PNBP ratio to operating costs	2019 = 60%; 2020 = 65%; 2021 = 70%; 2022 = 75%; 2023 = 80%
<b>Customer</b>	Realization of Customer Satisfaction / Stakeholders	Level of customer satisfaction	2019 = 75%; 2020 = 77,5%; 2021 = 80%; 2022 = 82,5%; 2023 = 85%
		% of complaints that were followed up	2019 = 80%; 2020 = 85%; 2021 = 87,5%; 2022 = 90%; 2023 = 92,5%
	Realizing quality service quality	Service quality indicators	According to Minimum Service Standards (SPM)
		Achievement of hospital accreditation	Accredited National Standards for Accreditation of Hospitals (SNARS)
	Increased collaboration with third parties	Service product socialization	Service product socialization through electronic media
		Number of companies that work together	More than 2 companies every year
<b>Internal Business Process</b>	Develop products service	Availability of hemodialysis units	2019 = provision of hemodialysis equipment
		Availability of CT-Scan service units	2020 = Availability of CT Scan
		Availability of trauma center units	2021 = Availability of trauma center service units
		Availability of eye service units	2019 = implementation of eye service
		Availability of medical gas installations	2019 = construction of medical gas installations
		Increased VIP inpatient room	2020 = the construction of a new VIP room
		Completeness of equipment and facilities of service	In accordance with applicable standards
Evaluate and maintain service facilities and infrastructure	Regular maintenance and calibration of medical devices	100% implementation of maintenance and calibration activities	
	Availability of service support tools and materials	100% fulfilled as needed	
<b>Growth and Learning</b>	The realization of a performance culture	Compilation of performance-based performance assessment systems	Implementation of a performance-based performance assessment system
		The arrangement of a reward and punishment system	the existence of a reward and punishment system for employees

Business Goals	Strategy Goals	Indicator	Target
		Suitability of HR numbers with hospital type standards	100% Total HR according to standard
	The realization of the quantity and quality of HR	Compatibility of HR competencies with applicable standards	Amount of HR in accordance with their competencies: 2019 = 75 %; 2020 = 80 %; 2021 = 85%; 2022 = 90 % 2023 = 95 %
		Compilation of HR training and development systems	There is a system of training and HR development
		Availability of integrated SIRS	The installation of the SIRS installation is integrated into all service units
Develop SIRS	integrated	Utilization of SIRS in patient services	Availability of applications in SIRS that facilitate services for patients
		Continuity of SIRS development	SIRS runs well in accordance with technological developments

## DISCUSSION

The process of formulating business strategic plan RSD kolonel Abundjani Bangko's consists of developing a vision and mission, identifying opportunities and threats from the organization's external environment, awareness of the strengths and weaknesses of the internal environment, setting long-term goals, finding alternative strategies and certain strategic achievements to achieve goals organization [7].

The stated vision and mission of RSD Kolonel Abundjani Bangko is the result of discussion from stakeholders of hospitals and stakeholders of the Merangin District government. As a government hospital, its vision and mission must be in line with the vision and mission of the regional head. This vision and mission should be a shared vision for all employees and involve all or representatives of employees in the process of preparing it. A shared vision will build a sense of mutual commitment within an organization. The future of the hospital will be better, if the creation of togetherness values. The existence of togetherness will produce a vision that must be obeyed and carried out to achieve the goals of the hospital for the next 5 years [15,16].

Based on the mapping results from the analysis of external and internal environmental factors, alternative strategies that are suitable for the position of RSD Kolonel Abundjani Bangko now in realizing the vision and mission are market penetration and service product development. Market penetration is intended to increase the number of patient visits and marketing reach. Service product development is aimed at developing new service products needed by the Merangin Regency community [7].

The concept of the Balanced Scorecard in a strategic plan is to translate the hospital's vision and strategy into goals and operational measures expressed in 4 perspectives, namely ; financial perspective, customer perspective, internal business process perspective, and growth and learning perspective [8]. The success of RSD Kolonel Abundjani Bangko in carrying out its business strategy plan was measured by effectiveness and efficiency in meeting customer needs with financial constraints. The main principle in realizing the hospital's vision and mission is to realize efficient and effective customer satisfaction and financial utilization [8,13,14,17].

The thing that must be considered in the preparation of a business strategic plan to be effective is to involve all employees, especially in preparing the hospital's vision and mission, involving all stakeholders at each stage of the strategic plan preparation. Paying attention to the availability of Human Resources (HR) and budgets and support from key stakeholders (Regional Heads) in developing service products, as well as forming marketing teams and providing complete Hospital Information System (SIRS) applications so that the promotion and marketing process can be carried out to the maximum extent possible realize the hospital vision and mission of the sick.

For further researchers, exploring the strengths, weaknesses, opportunities and threats in hospitals through primary and secondary data by means of the Consensus Decision making Group (CDMG) must be carried out in balanced manner, so that comprehensive and fair information is obtained.

## CONCLUSION

The alternative strategy recommended in the business strategic plan of RSD Kolonel Abundjani bangko based on the mapping of current external and internal environmental factors is market penetration and service product development. This alternative strategy is described as the chosen strategy and the objectives of the chosen strategy.

This business strategic plan is a guideline for stakeholders in the hospital to realize the set program targets. In order to realize the program target in this business strategic plan, a strong commitment from all existing resources in the hospital is needed, especially the availability of human resources and budget and strong commitment from the regional head in providing the budget for the development of service products needed by the community. It is also necessary to establish a marketing team and provide complete SIRS applications to support the process of service, promotion and marketing of hospital service products.

The process of preparing a business strategy plan can be used as an alternative reference for government hospital in compiling document on their business strategic plans.

For researchers who want to develop a business strategy plan, so that stakeholders are included in each stage of the formulation process and multiply comprehensive information on external and internal environmental factors.

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