

# Swot Analysis in Establishment of Nursing Service Quality in RS. TK. III Dr Reksodiwiryono Padang

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**Abstract:-** Quality control of nursing services, in order to be designed a comprehensive strategic plan so as to improve the quality of hospital services in the future and to formulate the strategic plan is needed various methods that can take decisions on what will be done to solve all the problems that exist. The purpose of this study is to know and describe the development of SWOT Analysis in determining the relevant strategies to be implemented by RST Level III Reksodiwiryono in improving the quality of nursing service. Types of research This qualitative study is more specifically directed to the use of case study methods (Case Study). The study participants amounted to 7 people, consisting of: Karumkit, Ka. Installation of Inpatient, Ka. Outpatient Installation, Nursing Committee, Ka. Education Installation, Head of Outpatient and Head of Inpatient. This research was conducted on unit of TK III Reksodiwiryono Padang Hospital. Methods of collecting interview data, interviews and documentation. Data analysis is done qualitatively in accordance with the procedure. The results of this study illustrate that Strengthening (Strength) in improving the quality of nursing service in RST Level III Reksodiwiryono. Described Weakness (weakness) in improving the quality of nursing service in RST Level III Reksodiwiryono. Described Opportunity (opportunity) in improving the quality of nursing service in RST Level III Reksodiwiryono. Described Challenges (Treat) in improving the quality of nursing services in RST Level III Reksodiwiryono. Terdesripsinya relevant external strategies to be implemented in improving the quality of nursing services in RST Level III Reksodiwiryono. Described relevant internal strategies to be implemented in improving the quality of nursing services in RST Level III Reksodiwiryono. Advice For hospitals to improve the quality of care in hospitals is necessary to improve the nursing service and health promotion for patients.

**Keywords:-** Quality of Service, Strength, weakness, opportunity, Treat.

## I. INTRODUCTION

Hospitals as health care producers must be able to anticipate change and know its position to take advantage of existing opportunities and stay away from future

threats. The hospital is also an organized place in providing health services to patients, basic, specialistic and subspecialistic. In addition, hospitals may also be used as health professional institutions (Adisasmito, 2007: 1).

According to WHO (2008) the hospital is an individual health care facility and is a reference care unit, which empowers a wide range of trained and educated personnel in dealing with and handling medical problems for the recovery and maintenance of good health. It is also an integral part of social and medical organization, which serves to provide comprehensive, curative and preventive public health services and outpatient services to reach families and home environments; the hospital is also a training center for health workers and biosocial research.

The development of the hospital is currently undergoing a major transformation. Where in the present hospital is in a global atmosphere and competitive, including competing with alternative health services. In such circumstances health services must be managed on the basis of a management concept that has an effective direction and strategy. In running the hospital, the management has an obligation to be able to build a good hospital management system, because only good governance that can make the hospital survive for long period of time with the service quality that can be accepted by the users. Therefore hospitals that have strategic planning will lead in hospital management and something that is expected in the future can be realized. Strategic planning has an important role to be able to answer the environmental demands around the hospital.

Organizing good health services should be structured in accordance with a good strategic plan to achieve the desired objectives. Implementation of a health service if not supported by a good plan, it will be difficult to expect the achievement of the purpose of health services. In other words, the organization of good health institutions depends on the ability of management in managing professionals and inter-profession interaction as well as managing all other resources wisely and wisely.

Strategic planning is a framework agreement for current decisions to have long-term implications, whereas operational planning is a framework that

produces short-term impact decisions. System strategy has a real influence in improving the quality of the hospital. Some of the issues in hospital strategy planning are patient care strategies, staff medical strategies, facility planning and budget and funding models. In reaching the opportunities that are required management strategy that is telling. The strategic management process consists of three stages; strategy formulation, strategy implementation, and strategy assessment. Menurut David (2009) strategy formulation includes vision and mission development, identification of opportunities and external threats of an organization, awareness of internal strengths and weaknesses, setting long-term goals, searching for alternative strategies and selecting specific strategies to achieve goals. Widaryanto (2005) in his research entitled "Analysis of Hospital Performance Improvement Strategy Through Influential Factors on Service Behavior" states that the internal environment includes all resources owned by hospitals consisting of human resources (HR), organizational resources such as leadership, organizational culture, organizational climate, organizational structure, teamwork, and networking, information systems resources, physical resources such as facilities and infrastructure used by hospitals in providing health services, and financial resources. From its nature, resources are grouped into tangible resources and intangible resources. Intangible resources are resources as the result of human thinking in the form of knowledge and the ability of human thinking to produce creativity and innovation. With creativity and innovation, hospital human resources are able to create something the hospital needs to improve the quality of patient health and safety services, build brand and image of the hospital and other values for its stakeholders. The external environment and internal environment of the hospital need further discussion so as to provide a more concrete and applicable picture. SWOT consists of the strength (strength) and weakness (weaknesses) internal hospitals as well as opportunities (opportunities) and threats (threats) in the environment facing the hospital.

The prominent internal capability of the hospital compared to other hospitals. Strength is an existing competitive force and will be made by the hospital as a competitor's comparison. What's in the hospital represents the power in the market. These characteristics may not be unique but they are positive in character. The properties of the hospital tend to reduce competent values and comparisons with their competitors.

Research conducted by Tien Jia Ning (2017) under the title Implementing clinical nursing supervision in Singapore hospitals. The results of the study illustrate that Lack of commitment and professional development in nursing practice has been an important factor for nurses to increase turnover rates and shortage of nurses.

Given the growing number of hospital services and community hospitals over the next few years, shortage of nurses will pose a serious challenge to the effectiveness of any health care system. One way to improve professional development and reduce turn over is through effective clinical monitoring. Clinical surveillance has traditionally started from western countries, providing professional development nurses and career development. Furthermore, clinical supervision when done properly will be able to solve some of the basic problems the nurse faces. The implementation of clinical supervision will enhance the support provided to the nurse and provide career development. The nurse is a person who has a profession based on scientific knowledge, skills and work attitude based on a sense of responsibility and devotion (Mansoureh: 2007). The Department of Health defines a nurse as someone who provides professional health services where the service is in the form of social, psychological, addressed to individuals, families and communities Nursing care is given due to physical and mental weakness, limited knowledge and lack of understanding of the patient's ability to perform activities independently. This activity is done in an effort to achieve health improvement with an emphasis on health service efforts that enable each individual achieve a healthy and productive life.

Nursing as a service to individuals, families and communities based on the science and nursing tips that shape the attitude and intellectual ability and technical skills of individuals to help humans, both sick and healthy in order to be able to address health needs (Kusnanto, 2004). Nursing is a form of professional service that is an integral part of health care, based on nursing science and tips, in the form of a comprehensive bio-psycho-social-spiritual service addressed to individuals, families and communities, both sick and healthy, which encompasses the entire process of life. Nursing service is an effort to help individuals both sick and healthy, from birth to death in the form of increased knowledge and ability (patient) so that the individual is optimally perform daily activities independently (Thomas and H. Wan: 2003). It can be concluded that what is meant by nursing and nursing service is health service aid given to individual, family and society in the form of bio, psycho, social and spiritual service by using the knowledge and tips of nursing both ill and healthy to be independent and not depend on others in taking care of themselves.

In an effort to improve the quality of nursing services in hospitals, has prepared Hospital Service Standards through Minister of Health Decree No. 436 / MENKES / SK / VI / 1993 and Nursing Care Standards through SK Dirjen Yanmed No. YM.00.03.2.6.7637 year 1993. Service standard and Nursing Care Standard serves as a measuring tool to know, monitor and conclude

whether service / nursing care held in hospital has been followed and meet the requirements in the standard or not (MOH RI , 2005).

Quality of nursing care is a factor that affects the quality of the hospital (Azwar, 2006). This is understandable, because among other health professionals the service required by patients for 24 hours is nursing service. During the 24 hours the nurse helps the patient to meet the needs of the patient (Aprilia, 2011). In addition, the nurse is a health professional with the highest number in the hospital. This makes the nursing service a reference for patients to determine the quality of a hospital. If the nursing service in a hospital is good then the public judges good quality of the hospital. Similarly, vice versa, if the quality of nursing services is getting worse then people judge the poor quality of the hospital. Hospitals that are judged to be of poor quality will eventually be abandoned by patients as people lose confidence in the hospital.

The quality of nursing care is the quality associated with providing care that should be available, acceptable, comprehensive, continuous and documented. This statement is supported by (Esther and Fernando: 2012) in a study entitled A pilot study of satisfaction in oncology nursing care: an indirect predictor of quality of care, stating that the quality of care is the application of appropriate medical knowledge for the care of the patient while balancing the risks attached to nursing orders and the expected benefits of nursing orders. The nursing service is said to be of quality if the nursing service is provided in accordance with the established standard, to measure how well the nursing service provided is required a clinical indicator of nursing service quality (MOH, 2008). From the restrictions on the above definition, it can be concluded that the definition of nursing service quality is nursing service performed by nurses in accordance with the standard of profession determined based on nursing service indicator which shows the level of nursing service ability in giving satisfaction to each patient. A good quality of nursing care means patients receive prompt service, proper diagnosis and therapy, considerable hospitality, fast administration services and affordable costs. Thus the service provided is to meet the customer's wishes.

Nursing service is often used as a benchmark image of a hospital service in the eyes of the community, thus demanding a clear quality indicator of nursing service in the hospital. This is a strong basis to say that the quality indicator of nursing becomes an absolute must have and implemented in the hospital. Nursing services have an important role in the implementation of health services in the hospital as a whole. The success of hospital services is highly dependent on the performance of nurses of puskesmas in implementing nursing services at

puskesmas. The purpose of this study is to find out and describe the development of SWOT Analysis in determining the relevant strategies to be implemented by RS Level III dr Reksodiwiryo in improving the quality of nursing service

## II. MATERIALS AND METHODS

This type of research is used in qualitative approach. The study participants amounted to 7 people, consisting of: Karumkit, Ka. Installation of Inpatient, Ka. Outpatient Installation, Nursing Committee, Ka. Education Installation, Head of Outpatient and Head of Inpatient. This research was conducted on unit of TK III Reksodiwiryo Padang Hospital. which is a referral hospital within Korem 032 / Wbr, and also serves as an Integration Hospital for the TNI community in West Sumatra. Data collection method of the author using descriptive method, namely by collecting data to determine the actual state of nursing service in the hospital TK III Reksodiwiryo Padang. Data collection methods used to conduct research are: 1) Interview (interview), 2) documentation. Analysis of data and information obtained subsequently processed and analyzed qualitatively descriptive.

## III. RESEARCH RESULT

Results of interviews conducted with 7 informants related to Strength (Strenght) in improving the quality of nursing service in RS III Dr. Reksodiwiryo Hospital Some nurses conduct assessments related to the task performed as a nurse can be a role model in providing services to patients the role of nurse formulated the diagnosis nursing by providing disease prevention efforts for patients, Some nurses plan nursing actions and Some nurses take nursing actions, some nurses conduct evaluation of nursing actions. The nurse is in charge of planning all the nursing actions of the patient starting from doing the assessment to the implementation of the action (Rakhmawati, 2009).

RS dr Reksodiwiryo already has a network with private institutions and government owned in Padang City. Institutions such institutions are RS M.Djamil, PMI, Dinas Kesehatan, and other institutions related to the provision of public health services and other hospitals located in the city of Padang and Nurses who work in hospitals. Dr. Reksodiwiryo has diploma and Bachelor degree.

Strength in the SWOT analysis is the strength or strength that exists within a company or organization that influences Kotler's strategic decision-making process (2002: 88). A adapun who became strength (strength) contained in Dr. Reksodiwiryo Hospital based on interviews with Mr. Karumkit as head of the hospital. In addition, the strength of the hospital. dr Reksodiwiryo

others are: RS dr Reksodiwiryo has a vision mission, vision mission RS. dr Reksodiwiryo installed in strategic place so easy to read by patient and officer of RS, RS. Dr. Reksodiwiryo has a clear organizational structure, RS. Reksodiwiryo has a clear organizational structure, RS. dr Reksodiwiryo Padang has high support from the Ministry of Defense and Security, RS. dr Reksodiwiryo Padang has accredited 5 basic services, RS. dr Reksodiwiryo Padang using a strong command system with military leadership style, so the function of superior and subordinate running with baikk, RS. dr Reksodiwiryo Padang has 47 military personnel, 42 civil servants and 422 PNBP, RS. dr Reksodiwiryo Padang also serves patients who use BPJS card, RS. Dr. Reksodiwiryo has a strong structural nursing committee that assists in the management of functional nursing services, RS. Dr. Reksodiwiryo has complete medical facilities and adequate medicines so as to support in providing optimal services, Nurses provide time of service in accordance with the wishes and understand the needs of patients.

The nurses pay careful attention to the patient, the doctor listens to the complaints about the illness that the patient suffers and provides a way out in consultation, Nurses in serving to be polite and friendly, medical personnel willing to respond to complaints of patients, Doctors have the ability and knowledge in establishing the patient's disease diagnosis is quite good , so as to be able to answer each patient's questions conclusively, the Nurse notifies the type of illness completely, tells how to care and how to take medication. For patients the most notable requirement is not related to self-esteem or to be recognized for its greatness but is a necessity of belongingness and social needs. Being loved, being listened to, is not considered a troublesome person nor treated as a useless human being (Tobing, 2008). Anita research (2013) shows the higher the quality of nurses, the higher the patient's satisfaction level.

Weaknesses are deficiencies or negative things that exist within the company that can threaten the decline in the competitiveness of the company. RS Reksodiwiryo weaknesses include: The selection process has not led to the achievement of the vision and mission hospitals and punishment Reard delivery system has not been arranged in writing, supervision system is not yet clear and structured, education is still limited nursing staff, the nurses 18.3%, S1 Nursing 5.2%, D3 nursing by 60%, D4 Midwifery 1.3%, D3 Midwifery 7.6%.

Weakness in the SWOT analysis is the weakness that exists within an organization or company that influences the strategy decision-making process, which becomes weakness (lack) on RST Through the interview with Ibu Sri Mulyani as Ka. Installation of inpatient at RS. dr Reksodiwiryo, lack of discipline in accordance with MOH standards for example in service which

should patient wait 30 minutes but because of constraint on medical team caused by distance of specialist doctor far from RS. dr Reksodiwiryo so that the waiting time of the patient often shifts from the time specified. It can also be seen from respondents who are not satisfied with the speed and timeliness given by medical personnel with a percentage of 24.2%.

This fact prevents the worker to update their knowledge and be aware of trends and the latest advances in the field of their actions, that is in nursing, counseling, psychological support, Many structures operated by personnel who are really necessary in many cases not enough to cover the increased needs. This, combined with decisions delayed by the state on program participation and viability, creates stressful working conditions for program worker (Sotiriadou, Kyriali and Antonopoulou, 2014).

The organizational structure of RS. dr Reksodiwiryo and nursing have been formed, The number of personnel that exist based on the calculation of energy, quality control team has been formed, Nurses prioritize patient satisfaction for the quality of nursing service, RS. dr Reksodiwiryo Padang is a hospital dedicated to TNI members and their families and the general public, RS. dr Reksodiwiryo Padang is a Type C Hospital that has a Nursing Education Institution and Became a practice area for health and nursing students, RS. dr Reksodiwiryo Padang is the referral of the primary service unit also establish cooperation with BPJS, RS. dr Reksodiwiryo Padang cooperates with specialists and subspecialists. RS. dr Reksodiwiryo Padang is easy to reach with various types of transportation and the environment is quite comfortable and fun and RS. dr Reksodiwiryo became one of the references in the event of a disaster due to the location and structure of buildings that are safe against earthquake hazards.

Research conducted by Tien Jia Ning (2017) under the title Implementing clinical nursing supervision in Singapore hospitals. The results of the study illustrate that Lack of commitment and professional development in nursing practice has been an important factor for nurses to increase turnover rates and shortage of nurses. Given the growing number of hospital services and community hospitals over the next few years, shortage of nurses will pose a serious challenge to the effectiveness of any health care system. One way to improve professional development and reduce turn over is through effective clinical monitoring. Clinical surveillance has traditionally started from western countries, providing professional development nurses and career development. Furthermore, clinical supervision when done properly will be able to solve some of the basic problems the nurse faces. The implementation of clinical

supervision will enhance the support provided to the nurse and provide career development.

The challenge of improving the quality of nursing service in RST Level III RS dr Reksodiwiryo Besides RS dr Reksodiwiryo also stands a private Hospital that also operates which has a much nicer and new building as well as more sophisticated equipment, and RS Private is more visible clean and comfortable. It is thus feared will many people who choose treatment at Private Hospital.

In addition, the threat posed by RS dr Reksodowiryo is: Besides RS dr Reksodiwiryo also stands a private Hospital that also operates. The private hospital has a much nicer and new building. So that Private Hospital look more clean and comfortable. It is thus feared will many people who choose treatment at Private Hospital. Basically the service is an activity undertaken by a person or group of people on the basis of material factors through certain systems, procedures, and methods in order to meet the needs of others in accordance with their rights, with another understanding that the needs of such customers can be met in accordance with their expectations. Just as the services provided by a hospital is an important aspect to note. The service performance provided by all medical teams in a hospital is closely related to the satisfaction felt by the patient as the hospital customer.

Medical team is required to provide the best service to patients so that patients are satisfied with the services provided by the medical team. Similarly, applied by RS dr Reksodiwiryo Padang, to satisfy the patients, they always improve the performance of the services provided. So the patient will feel satisfied with the service given. In RS dr Reksodiwiryo Padang also has a form of service that has been given to the patient in order to support improving the quality of service performance.

The strategy generated in improving nurses' performance at RS Reksodiwiryo is to support an aggressive growth policy (Growth oriented strategy), where internal analysis of strengths and weaknesses and external aspects including opportunities and threats have good strengths and opportunities. David (2009) strategy formulation includes vision and mission development, identification of opportunities and external threats of an organization, awareness of internal strengths and weaknesses, setting long-term goals, searching for alternative strategies and selecting specific strategies to achieve goals (Mhlanga, Zvinavashe, Haruzivishe, & Ndaimani, 2016).

The quality of nursing care requires meeting client needs and expectations, through adjustment to relevant standards / requirements and comprehensive care implementation through the nursing process. This is the extent to which health services for individuals and

populations increase the likelihood of desirable and consistent health outcomes with current professional knowledge. Previous events / activities determine the application of quality nursing care and they should always be available for quality assurance because they determine the dimensions of treatment outcomes. A study by Chen, 2015 on patient satisfaction revealed that patients most appreciate the nature of "patient", "responsibility", "caution"; "Attention" is perceived by the participants as ideally important but carried out below. If effective nursing structures and processes are continuously monitored, the system ensures good results including improving service uptake, improving client satisfaction and increasing the prevalence of positive client outcomes. This strategy relates to how the company's efforts in maximizing all its strength so that the company can take advantage of opportunities while avoiding possible threats that will occur in the future (Basri, 2017).

Internal strategy dr. Reksodiwiryo is a disaster response hospital RST's flagship program is the center of Trauma Center, Providing clear information to patients to get preventive services Providing clear information to people who need alternative modern treatment of nursing promotion program is a rehabilitative practice to improve the quality of hospital services held training.

Nursing services, the standard is very helpful nurses and midwives to achieve quality care, so nurses and midwives should think realistically about the importance of systematic evaluation of all aspects of high quality care. But success in implementing the standards is highly dependent on the individual nurses or midwives themselves, the joint efforts of all staff within an organization, in addition to the participation of all members of the profession. Standard Operating Procedure (SOP) is a clear guideline on what is expected and required by all employees in carrying out their daily activities ("Developing standard operating procedures in Wildland Fire Management", 2003).

The function of the standard operating procedure is to define all the important concepts and techniques and requirements required, which are in every activity poured into a form that can be directly employed by the employee in the course of day-to-day activities (Stup 2001). The objectives of standard operating procedure are: (1). To know clearly the role and function of each position in the organization. (2) Protecting organizations and staff from malpractice or other administrative errors. (4) To avoid failure / error, doubt, duplication and inefficiency. (5) Clarify the work flow, authority and responsibilities of the staff. Research result (Arshad & Noordin, 2017).

Health care is a public service sector and has been providing its services for public health improvement

since it was established at the communal level. To work efficiently and effectively, the sector relies heavily on true and complete health information from people and integrated health knowledge management information systems that manage this information

#### IV. CONCLUSION

Strength (Strenght) in improving the quality of nursing service in RS Level III dr Reksodiwiry. Weakness (weakness) in improving the quality of nursing service in RS Level III dr Reksodiwiry. Opportunity (opportunity) in improving the quality of nursing service in RS Level III dr Reksodiwiry. Challenge (Treat) in improving the quality of nursing service in RS Level III dr Reksodiwiry. Relevant external strategies to be implemented in improving the quality of nursing service in RS III Dr. Reksodiwiry. Internal strategies relevant to be implemented in improving the quality of nursing service at RS Level III dr Reksodiwiry.

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