

## Penyusunan perencanaan srategik Poltekkes DepKes Palembang dengan Balanced Scorecard tahun 2005 - 2009

Erly Ermawati, author

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### Abstrak

Politeknik Kesehatan (Poltekkes) DepKes Palembang adalah unit pelaksana teknis di lingkungan departemen kesehatan mempunyai tugas melaksanakan pendidikan profesional dalam program diplomatika III. Sehubungan dengan itu, penelitian ini berupaya melihat sejauh manakah kondisi Poltekkes DepKes Palembang saat ini berikut visi dan misi yang dimilikinya serta faktor eksternal dan internal yang menyertainya. Lebih lanjut hal itu dikembangkan dalam suatu rencana strategik Poltekkes DepKes Palembang menjelang tahun 2005 - 2009 mendatang.

Penelitian ini dilaksanakan di Poltekkes DepKes Palembang berupa suatu penelitian operasional melalui analisis data kualitatif dan kuantitatif terhadap variabel eksternal (ekonomi, politik, teknologi, geografi, demografi, pesaing, pemasok dan pelanggan) dan variabel internal meliputi (visi dan misi organisasi, manajemen, sumber daya manusia, fasilitas fisik, keuangan, sistem informasi, pemasaran, kurikulum). Data kualitatif diperoleh melalui wawancara mendalam dengan Direktur Poltekkes DepKes Palembang dan data kuantitatif diperoleh dari dokumentasi atau (profil Poltekkes DepKes Palembang) dan instansi terkait lainnya. Selanjutnya diolah peneliti dan dalam proses penetapan strategi menggunakan Consensus Decision Making Group (CDMG) yang terdiri dan Direktur Poltekkes DepKes Palembang, pembantu direktur II dan III dan 2 orang pejabat struktural Poltekkes DepKes Palembang dengan peneliti sebagai fasilitatornya.

Hasil penelitian memperlihatkan bahwa dari lingkungan eksternal Poltekkes DepKes Palembang mempunyai faktor peluang berupa tingginya minat lulusan SMU, meningkatnya lulusan SMU, adanya sejumlah sarana yankes, meningkatnya jumlah penduduk transportasi dan komunikasi.

Dilain pihak ancaman Poltekkes DepKes Palembang berupa zero growth, otonomi daerah, jumlah pengeluaran meningkat, peralatan yang modern, (Akper, Akbid, Akfar, AAK Swasta).

Faktor kekuatan internal yang dimiliki berupa visi dan misi organisasi kualitas SDM, struktur organisasi (melembaga) fasilitas fisik, kegiatan pembelajaran berdasarkan kurikulum. Faktor kelemahan internal Poltekkes DepKes Palembang meliputi, belum ada pemasaran, prosedur tetap belum tertulis, sistem informasi keuangan, perencanaan, pengawasan, dan evaluasi sumber pembiayaan.

Dengan matrik EFE dan EFI diperoleh nilai masing-masing 2.45 dan 2.79 yang menempatkan posisi Poltekkes DepKes Palembang pada sel Hold & Maintain strategi.

Dengan matrik TOWS dikembangkan 16 alternatif strategi yaitu 5S0, 4WO, 5ST dan 2WT yang setelah dianalisis CDMG dikelompokkan ke dalam strategi produk development (8 strategi) dan maket penetration

(5 strategi). Urutan prioritas strategi development berdasarkan QSPM adalah melengkapi sarana laboratorium, dan buku perpustakaan, program unggulan jurusan kebidanan, program English Canvorcation, meningkatkan peran serta BP3, pendidikan dan latihan dosen, pembenahan manajemen, meningkatkan sistem informasi keuangan dan pembenahan infra struktur.

Urutan prioritas strategi adalah market penetration, promosi pada SMU, promosi Poltekkes DepKes Palembang, pemasaran aktif, kerjasama dengan pemerintah daerah, kerjasama dengan sarana-sarana yankes.

CDMG melakukan analisis TOWS matrix dan menggunakan konsep Balanced Scorecard untuk menentukan inisiatif strategi. Selanjutnya dari QSPM matrix dan memadukan antara konsep Balanced Scorecard dengan matrix QSPM untuk mendapatkan prioritas strategi dan inisiatif strategi. Dari hasil penelitian berdasarkan konsep Balanced Scorecard didapatkan inisiatif strategi berdasarkan perspektif keuangan, pelanggan, proses bisnis intern dan pembelajaran dan pertumbuhan.

Peneliti menyarankan perlunya ada sosialisasi rencana strategi Poltekkes DepKes Palembang kepada seluruh staf melalui pertemuan rutin dan peningkatan kualitas belajar mengajar dan SDM, kerjasama dan pemasaran serta peningkatan mutu organisasi.

Daftar bacaan : 23 ( 1995 - 2003 )

*Creating a Strategic Plan for the Polytechnic of Health of the Health Department of Palembang by Balanced Scorecard Year 2005 - 2009*  
The Polytechnic of Health (POLTEKKES) of Health Department is a technical implementation unit in the department of health that functions to run a professional education in Diploma III. Related to this, this research makes an effort to see how far the condition of Polytechnic of Health of Palembang nowadays, included its vision and mission as well as internal and external factors belonged to it. Furthermore, this will be developed in as strategic plan for Polytechnic of Health of Palembang in the period program 2005 - 2009 in the future.

The research carried out at Polytechnic of Health in Palembang was an operational research by using the qualitative and quantitative. data to the external variables (economics, politics, geography, competitors, supplier and customers) and the internal variables including (vision and mission of organization, management, human resources, facilities, finance, information system, marketing, and curriculum). The qualitative data was obtained by depth interview with the Director of Polytechnic of Health of Palembang and the qualitative data was obtained from the documentation or (profile of Polytechnic of Health of Palembang) and relevant instances. Furthermore, all data was processed by researcher and in the process of determining the strategy by using a Consensus Decision Making Group (CDMG) which are consisted of the Director of Polytechnic of Health of Palembang, Assistant Director II and Assistant Director III and two (2) persons from the structural apparatus of Polytechnic of Health of Palembang and researcher as its facilitator.

The results of research shows that the external environment of Polytechnic of Health of Palembang has challenges like; the high willingness of the senior high school graduates, increase in senior high school graduates, availability of number of Yankes facilities, increase in number of transportations and accommodations.

Another side that the threat for Polytechnic of Health of Palembang may be zero growth, local autonomy, increasing of life expenses, modern equipment (AKPER, AKBID, AKFAR, private AAK).

The internal factors such as vision and mission, quality of human resources, structure of organization, infrastructure, learning and teaching based on the curriculum. The weakness of the internal factor of Polytechnic of Health of Palembang includes, no marketing activity, having unwritten procedure, system of finance information, planning, controlling, and evaluation for funding resources.

By using the EFE and EFI matrixes has obtained respective value, 2.45 and 2.79 that has placed the position of Polytechnic of Health of Palembang on the sell Hold & Strategy Maintain.

By TOWS matrix has been developed 16 alternative strategies, namely; 5 SO, 4 WO, 5ST and 2WT and after be analyzed by CDMG has been classified in the strategy of product development (8 strategies) and market penetration (5 strategies). The sequence priority of strategic development based on QSPM is to prepare the laboratory and completing books in the library, excellent midwifery program, program of English Conversation, increasing BP3 role, education and training of lecturers, improving the management, the financial information system and infrastructure.

The priority sequence of strategy are as follows; market penetration, promotion of Polytechnic of Health of Palembang, active marketing, cooperation with the local government and YANKES.

CDMG conducted the analysis of TOWS matrix and used the concept of Balanced Scorecard in order to identify the initiatives strategy. Furthermore from QSPM matrix and integrated between the concept of Balanced Scorecard with the matrix QSPM in order to obtain the priority strategy and initiatives strategy. From the research results based on the concept of balanced Scorecard was obtained that the initiative strategy based on the financial perspective, customer, process of intern business, teaching and learning process and growth.

Researcher recommends that it is necessary to socialize the strategic plan of Polytechnic of Health of Palembang for all staffs through the regular meeting and increasing quality of teaching and learning process and human resource, cooperation, promotion, and improving the quality of organization.

Bibliography: 23 ( 1995 - 2003 )</i>