

**ANALISIS PERENCANAAN STRATEGIS
RSKB ROPANASURI TAHUN 2026 - 2030**

TESIS



OLEH :

FARIS MUHAMMAD

No.BP. 2320322009

DOSEN PEMBIMBING :

Prof. Dr. dr. Rizanda Machmud, M.Kes, FISPH, Sp.KKLP, Subsp.FOMC

Dr. dr. Nelmi Silvia, MKK, Sp.OK, Sp.KKLP

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**STRATEGIC PLANNING ANALYSIS OF ROPANASURI SPECIALIZED
SURGICAL HOSPITAL FOR THE PERIOD 2026–2030**

ABSTRACT

Background: RSKB Ropanasuri has experienced a decline in service performance over the past two years, reflected by decreases in outpatient visits, surgical procedures, inpatient admissions, and bed utilization. Changes in the National Health Insurance (JKN) policy, digital transformation, technological advances, and increasing competition require the development of an adaptive strategic plan.

Methods: This qualitative descriptive study employed interviews, document reviews, observations, and the Consensus Decision Making Group (CDMG) approach. Strategic analysis was conducted using the Internal Factor Evaluation (IFE), External Factor Evaluation (EFE), SWOT, Internal–External (IE), and Quantitative Strategic Planning Matrix (QSPM).

Results: The IFE score of 2.59 and EFE score of 2.63 positioned RSKB Ropanasuri in Cell V of the IE Matrix (hold and maintain). Priority strategies included organizational transformation and capacity development, enhancement of specialized surgical services, and diversification of non-JKN revenue sources.

Conclusion: The 2026–2030 strategic plan focuses on strengthening internal capacity, expanding specialized services, and diversifying revenue to improve competitiveness, service quality, and long-term sustainability.

Keywords: strategic planning, QSPM, Ropanasuri Specialized Surgical Hospital

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ABSTRAK

Latar Belakang: RSKB Ropanasuri mengalami penurunan kinerja pelayanan dalam dua tahun terakhir, ditandai menurunnya kunjungan rawat jalan, tindakan operasi, rawat inap, dan pemanfaatan tempat tidur. Perubahan kebijakan JKN, transformasi digital, perkembangan teknologi, dan meningkatnya persaingan menuntut penyusunan rencana strategis yang adaptif.

Metode: Penelitian kualitatif dengan pendekatan deskriptif menggunakan wawancara, telaah dokumen, observasi, dan Consensus Decision Making Group (CDMG). Analisis dilakukan melalui matriks IFE, EFE, SWOT, IE, dan QSPM.

Hasil: Skor IFE sebesar 2,59 dan EFE 2,63 menempatkan RSKB Ropanasuri pada Sel V Matriks IE (hold and maintain). Strategi prioritas meliputi transformasi dan pengembangan kapasitas rumah sakit, pengembangan layanan unggulan bedah, serta diversifikasi pendapatan non-BPJS.

Kesimpulan: Strategi Renstra 2026–2030 difokuskan pada penguatan kapasitas internal, pengembangan layanan unggulan, dan diversifikasi pendapatan untuk meningkatkan daya saing, mutu pelayanan, dan keberlanjutan rumah sakit.

Kata kunci: perencanaan strategis, QSPM, RSKB Ropanasuri

