

Internal and External Coordination of Implementation Strategy Branding Hospital as a Determiner in Development Medical Tourism in Stone City

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ABSTRACT

Law Number 36 of 2009 concerning Health explains that health is a human right and one of the welfare states that must be realized in accordance with the ideals of the Indonesian nation. The industrial era 4.0 encourages hospitals not only to develop a vision or mission oriented on social humanitarian activities, but in it there are business aspects in managing a hospital. Many competitors require hospitals to carry out marketing activities to satisfy the needs and desires of their customers more than competitors in order to survive and thrive in high competitive intensity. RSUD Karsa Husada Batu has potential in both its strategic location and object tourism, and many excellent services. Strategy Branding became a treatment priority at Karsa Husada Batu Hospital and is a determinant in development medical *tourism*. The activity was carried out on March 23-25 2023 with the aim of identify problems with the policy system and health service management in terms of problems related to the absence of regular monitoring and evaluation of strategy implementation branding carried out by the Karsa Husada Batu Hospital team. The method used is by coordinating with internal and external parties related to strategy branding hospitals, in this case the coordination that is carried out is the preparation of Monitoring and Evaluation Team Decrees, preparation of monitoring and evaluation schedules, and supporting documents in conducting monitoring and evaluation.

Keywords: Coordination external and internals, medical tourism, strategy branding

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INTRODUCTION

Law Number 36 of 2009 concerning Health explains that health is a human right and one of the welfare states that must be realized in accordance with the ideals of the Indonesian nation. Every activity in an effort to maintain and improve the highest degree of public health is carried out based on non-discriminatory, participatory and sustainable principles in the context of forming Indonesian human resources, as well as increasing the resilience and competitiveness of the Indonesian nation and increasing the nation's resilience and competitiveness for national development. The hospital is a non-profit organization engaged in the health sector which has an important role in creating the quality of life and environment for the community, so as to

create a high degree of health, both physical, spiritual and social health. Hospitals have the duty to carry out health efforts that aim to increase awareness, willingness, and the ability to live healthy in every community so that they can realize optimal public health degrees. Based on Law No. 44 of 2009 concerning Hospitals, "Hospitals are health service institutions that carry out complete individual health services that provide inpatient, outpatient, and emergency services". According to WHO, the hospital is an integrated social organization whose function is to provide complete health services for the community. These services can be in the form of services in improving health (*promotive*), disease prevention (*preventive*), cure disease (*curative*), and health restoration (*rehabilitative*) in a comprehensive, integrated and sustainable manner. The industrial era 4.0 encourages hospitals not only to develop a vision and mission or to be oriented towards social-humanitarian activities, but also includes business aspects in managing a hospital. In other words, hospitals must always strive to further promote themselves. That the hospital industry that is able to provide services that have high competitiveness will be able to dominate the market (Widajat, 2009). The hospital is a health service institution for the community with its own characteristics which are influenced by developments in health science, technological advances, and the socio-economic life of the community which must continue to be able to improve quality services and be affordable by the community in order to realize the highest degree of health (Zendrato, 2017).

Hospitals must carry out marketing activities because in addition to many new competitors emerging due to government regulations in the health sector which indeed encourage the growth of new hospitals, hospitals are required to satisfy the needs and desires of their customers more than competitors in order to survive and develop in the intense high competition (Devitra, 2018). Hospitals must be able to provide quality services at affordable prices with the aim of achieving customer satisfaction which will have an impact on the emergence of customer loyalty to the hospital as well as growth and increase in profits. Brand and its strategy become an interesting topic as a source of company advantage in facing competition and demands from customers. Hospitals that have a strong brand will have stronger competitiveness than other brands. It is undeniable that every hospital tries to brand itself to be known by both domestic and foreign audiences, starting from the information provided, the type of service and the quality of service. That way the brand they build can be embedded in the minds of consumers so that a sense of loyalty to a brand will appear by itself. In assessing the potential of hospitals in Indonesia in *Medical Tourism*, there is still very little information that supports and describes the condition of hospitals in Indonesia *Medical Tourism*.

RSUD Karsa Husada Batu from a business strategy stand point has the potential to be developed as medical *tourism* because apart from being in a strategic position, which is right between tourist attractions, Karsa Husada Batu Hospital also has a lot of excellent services such as hemodialysis services, cath labs, *home care*, stroke unit, nutrition services including the handling of stunting children. With so many superior services that are owned, the strategy branding become a treatment priority in order to compete with private hospitals in Batu City. The concrete evidence is that the increasing number of hospitals is a challenge for managers because it creates quite tight competition and strategy branding is an alternative strategy that must be carried out so that the direction of developing medical tourism where coordination both internal and external can clarify and is accompanied by regular monitoring and evaluation in each of its activities it can be done to determine the scale of priorities for making decisions in determining the direction of policy in determining future planning. In this case technology also plays an important role in carrying out a branding strategy which will later be a determinant in development *medical tourism* in Batu City, Malang, on the basis that the implementation of branding strategy development in health services.

METHOD

The dedication method as an alternative to health service policy and management system issues related to issues related to the absence of regular monitoring and evaluation of strategy implementation branding carried out by the Karsa Husada Batu Hospital team. The method used in improving the strategy by using assessment fishbone and obtained the problem of lack of internal and external coordination in implementing the strategy branding hospital. In this case the necessary results are obtained:

1. Making SK team Monitoring and Evaluation
2. Making monitoring and evaluation schedule
3. Supporting documents in conducting monitoring and evaluation

RESULT

Result of fishbone diagram using the Method, Machine, Man, and Material approach study with the following description:

Method

- Periodic monitoring and evaluation has not been carried out on the implementation of the hospital branding strategy so that the benchmarks for how successful branding has been carried out cannot be evaluated.
- The branding strategy has not been carried out routinely, it is still limited to the existence of programs or service activities to be achieved.

Machine

- The system for managing hospital branding is still in the development stage.

Man

- Limited human resources, so no one has yet responsible specifically related to branding join with Hospital Health Promotion.
- Every time there is a new technology development, the average human resource still needs intensive assistance.

Material

- Inadequate materials/equipment, including:
Digital promotion tools are still incomplete.

From the results of the study, the formulation of the problem was carried out, including:

- 1) There has not been regular monitoring and evaluation of the implementation of the strategy branding hospital so that the benchmark is the extent of success branding can't do it yet evaluated.
- 2) Strategy Branding has not been carried out routinely, it is still limited to the existence of programs or service activities to be achieved.
- 3) The system for managing hospital branding is still in the development stage.
- 4) Limited human resources, so no one has yet responsible specifically related to branding join with Hospital Health Promotion
- 5) Every time there is a new technology development, the average human resource still needs intensive assistance.
- 6) Digital promotion tools are still incomplete.

Based on the formulation of the problem in the evaluation activity, the identification of priority problems is as follows:

NO.	PROBLEM	SOLUTION
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1.	There has not been regular monitoring and evaluation of the implementation of the strategy branding hospital so that the benchmark is the extent of success branding has not yet been evaluated.	Making SK team Monitoring and Evaluation was prepared, a monitoring and evaluation schedule was prepared, and supporting documents for monitoring and evaluation.
2.	The branding strategy has not been carried out routinely, it is still limited to the existence of programs or service activities to be achieved	
3.	The system for managing hospital branding is still in the development stage.	Involving vendors to accelerate the provision of digitalization systems
4	Limited human resources, so that no one is specifically responsible for branding is still joining the Hospital Health Promotion	Recruitment of marketing personnel / Visual Communication Design
5	Every time there is a new technology development, the average human resource still needs intensive assistance.	In House Training
6	Digital promotion tools are still incomplete.	New procurement

From the problem priority, intervention and implementation will be carried out so that the strategy is carried out branding which will be decisive in developing medical *tourism* in Batu Malang City, especially Karsa Husada Batu Hospital.

DISCUSSION

Monitoring and evaluation have different meanings. Where Monitoring is an activity carried out to see the series of implementation of an activity which is then identified with the aim of being able to take preventive action on problems that arise or have the potential to arise, while Evaluation is an activity carried out to collect and analyze information in a structured manner which is then used to provide appropriate response in policy formulation (Solihin, 2015).

The activities will be carried out on March 23-25 2023 by holding an internal meeting stakeholder along with staff. The assessment was carried out and the results obtained were output in the form of periodic monitoring and evaluation on the implementation of the strategy branding hospital so that the benchmark is the extent of success branding can't do it yet evaluated and strategy branding has not been carried out routinely, it is still limited to the existence of programs or service activities to be achieved. Follow-up actions were made, namely by SK Monitoring and evaluation Team, making monitoring and evaluation schedules, and supporting documents in monitoring and evaluating evaluation.



Figure 1. Internal Coordination and external

CONCLUSION

Preparation of Monitoring and evaluation team decrees, preparation of monitoring and evaluation schedules, and supporting documents in conducting monitoring and evaluation are efforts and benchmarks to what extent the successful branding of RSUD Karsa Husada Batu is carried out and as a basis for determining the direction medical *tourism*.

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