

Hospital Business Strategy in the Era of National Health Insurance at Asyisyifaa Leuwiliang Hospital

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ABSTRACT

This research was conducted at Asyisyifaa Hospital, Leuwiliang, Bogor Regency and in general this study aims to determine the right business strategy so that the hospital business can continue to grow and develop amid its support for the successful implementation of the National Health Insurance (JKN). BPJS Kesehatan is part of JKN which is a government policy in the health sector and aims to realize the implementation of providing decent health insurance for all Indonesians. The strategy that has been implemented by Asyisyifaa Hospital Bogor needs to be developed based on *the Business Model Canvas* (BMC), IE Matrix, SWOT Analysis, and the four framework approach on *the Blue Ocean Strategy*, so that a new business model is obtained. Data were collected by interviews with informants. The selection of informants is determined through *purposive sampling* techniques. In addition, data were obtained through questionnaires with the same informants, and a study of the literature. Several new strategies were successfully formulated and outlined in several elements of the business model of asyisyifaa Hospital. Such improvements need to be developed and maintained in accordance with current conditions.

Keywords: SWOT analysis, business model canvas, hospital industry, National Health Insurance (JKN), business strategy, blue ocean strategy.

INTRODUCTION

The National Health Insurance (JKN) is a government policy in the health sector that aims to realize the implementation of proper health insurance for all Indonesians, especially for every participant and/or their family members. Therefore, health facilities such as hospitals are needed so that this government health service program can be implemented and on target. The hospital in this case is both a government-owned and privately owned hospital. Asyisyifaa Hospital in Bogor Regency is a private hospital with type D category, also participating in the success of the National Health Insurance program and has collaborated with BPJS Kesehatan since 2017.

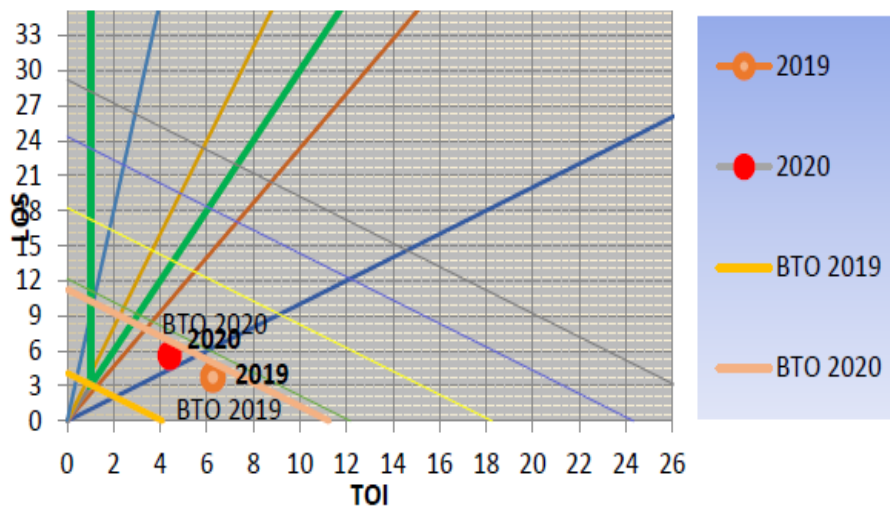
For patients who use BPJS guarantees from 2018, the growth in the number of patient visits increased rapidly in 2019, although in 2020 it experienced a slight decrease. For patients who use general / cash guarantees and company insurance guarantees experience fluctuations but the amount is not comparable to the number of patients with BPJS guarantees. For patients with government guarantees in 2018 and 2019, there was none and only appeared in 2020 due to the Covid-19 pandemic and in 2020 also only collaborated with the Bogor Regency Health Office for patient services for Maternity Insurance (JAMPERSAL) and Regional Health Insurance (JAMKESDA).

The level of efficiency of a hospital management can be seen through several indicators, namely the *Bed Occupancy Rate* (BOR) or bed utilization rate, *Bed Turn Over* (BTO) or the number of patients per bed within a certain period of time, *Internal Turn Over* (TOI), namely the average number of days of empty beds until they are filled again by other patients, and *AvLOS (Average Length of Stay)* that is, the average patient is hospitalized.

At Asyisyifaa Hospital in 2019 to 2020, the ideal value of bed utilization has been achieved above 60% of the total 43 beds

available, where the ideal bor value is 60-85% (Ministry of Health RI 2005). Namun when viewed the use of bed dwellings according to their class, class 3 enthusiasts are more by 80%, for class 2 by 12% and there are still low demand for class 1, VIP, and Super VIP. Where Class 3 Enthusiasts are consumers who in their services are more cross-subsidized by consumers of class 1 and above. This data shows that RS Asyisyifaa is in the inefficient zone as shown in the Barber Johnson chart below.

Chart 1 Barber Johnson RS Asyisyifaa 2019 – 2020



In the face of segment shift conditions, where on the one hand, the presence of changes in service guarantees is an opportunity for health facilities both at the first level and advanced referrals, but on the other hand, the implementation of a payment system based on *case groups* causes the company's performance to be threatened. In overcoming this threat, companies are required to think creatively by creating new innovative innovations so that they can take advantage of opportunities, if the opportunity to change this service guarantee is ignored, the company will become a spectator of competitors who are competing following the shift in the segment.

The current paradigm shift, the service business is very dependent on customers

including the retail business and healthcare services. Patient satisfaction greatly affects the organization's profits, so hospitals need to reassess strategies that can sustain and grow the market (Duvendack 2013). This dynamic environmental change, the company needs to formulate a strategy, which as a first step the company can understand the current condition of the company then carry out mapping to current conditions. The company will lose competition if the company does not implement the right business model. An organization can survive by implementing the right business model, therefore the organization must be able to utilize resources, expand the type of service, distinguish customer segments between social and

commercial customers for future business growth (Noerzen, 2016).

The use of SWOT analysis, internal and external matrices, as well as four frameworks in the blue ocean strategy is expected to be able to create a new strategy that can improve overall performance at Asyisyifaa Hospital.

LITERATURE REVIEW

Business Model Canvas. The approach of using a business model can be an effective tool for assessing business potential before a business plan is developed. This methodology is widely applicable to both start-ups, existing companies, non-profit and non-profit organizations (Gavrilova *et al.* 2014) as well as business advisors (Leschke 2013). Eskelinen *et al.* (2017) conveyed in his research that innovation has proven to be an important factor and a useful method in business model development accompanied by good analytical and development tools.

In this study, researchers used a canvas business model developed by Osterwalder and Pigneur because this business model is quite practical to use for both for-profit and non-profit companies. Canvas business models can simplify business models that tend to be complicated into simpler without reducing accuracy in identifying, formulating, and evaluating a company's business model. Osterwalder and Pigneur (2010) suggest the business model canvas is one of the strategy tools used to describe a business model and describe the rationale for how organizations create, deliver, and capture value.

Model business canvas is a designer consisting of four blocks containing elements that describe logically, emotionally and intuitively like a human brain that can deliver and create decent value for the organization. The elements start from right to left, namely Customer Segments, Customer Relationships, Channels, Revenue Streams, Value Propositions, Key Activities, Key Resources, Cost Structures, and Key Partnerships.

Internal Environment Analysis. Analysis of the internal environment is an analysis of internal factors that affect an enterprise or organization. The aspects analyzed are within the company or organization and can be fully controlled by the organization concerned. According to David (2011) and Hubeis (2011) internal factors can influence the development of the company including management, marketing, human resources, production and operations, as well as finance. Hubeis and Najib (2018) explain that strength is a positive internal condition that gives relative advantages over competitors to companies. Weaknesses are negative internal factors that can hinder the company from achieving the company's mission, advice and goals. Analysis of the internal environment can be done with several approaches used in identifying and assessing internal company factors, namely by using value chain techniques, functional techniques, and core competition.

External Environment Analysis. The external environment is used to identify factors beyond the control of the company that can affect the organization. Companies must be able to respond aggressively or defensively to these factors by formulating a favorable strategy for external factors or minimizing the threat of these factors (David 2011). Analysis of the external environment is a force with the activity of the enterprise in the short term, but it often affects the activity of the company in the short term (Wheelen and Hunger 2012). According to Hubeis (2011) the external factors that can affect companies are the economy, government policies, and politics, technology, competitors, the threat of new entrants, the bargaining power of consumers, the bargaining power of suppliers and the threat of substitution products.

SWOT analysis. According to Osterwalder and Pigneur (2012) SWOT analysis in business model canvas provides four perspectives (strengths, weaknesses, opportunities, and threats) to assess the elements of a business

model. This analysis shows the internal factors that are the strengths and weaknesses of the company and shows the opportunities that can be utilized by the company. According to Dyson (2004) the advantage of using SWOT analysis is that it can connect internal and external factors that aim to attract or create new strategies because planning based on resources and competition can expand the analysis with an internal perspective.

SWOT matrix. The SWOT matrix presents a mechanism to facilitate the relationship between the strengths and weaknesses of the enterprise (internal factors), and threats and opportunities (external factors). The SWOT matrix provides a framework for identifying and formulating strategies. The SWOT matrix is an important tool to help managers develop four main types of strategies. The chosen strategy is then translated into a corporate strategy and a functional strategy of each business unit (Wheelen and Hunger 2012).

Blue Ocean Strategy. According to Kim and Mauborgne (2017) as pelopor of samudra Biru **strategy** or known as *Blue Ocean Strategy*, explaining that strategi blue ocean is a step taken not to win market competition, but to make a breakthrough strategy that challenges the company to get out of the very intense competition or so-called *Red Ocean Strategy*, by creating a market space that Khas a four-step work using the Abolish - Reduce - Improve - Create Scheme where this scheme or section encourages companies to not only consider the four questions in the framework but also act on the basis of those four questions to create a new value curve.

METHODOLOGY

The research was conducted at Asyisyifaa Hospital located in Leuwiliang, Bogor Regency, from October 2021 to January 2022. This research was conducted using a descriptive analysis method in the form of a case study. The type of data collected consists of primary data and secondary data. Primary

data were obtained from interviews and in-depth questionnaires with informants determined by purposive sampling techniques, namely individuals who are considered to have a deep understanding of the condition of Asyisyifaa Hospital as a whole, such as the Director, Deputy Director, Managers, and informants from external parties, namely from the Bogor Health Office and the Bogor Regional Private Hospital Association. Secondary data is obtained through access to information and documents owned by Asyisyifaa Hospital and related institutions, while literature studies come from books, theses, journals, and other relevant scientific publications.

The design of the development of future business models in RS Asyisyifaa was carried out through an analysis that began with a qualitative descriptive analysis of the present. This identification is necessary in order to know the goals that the organization wants to achieve in accordance with the goals to be achieved. After knowing the current condition of the organization, the next step is to identify the current business model of the development of Rs Asyisyifaa based on nine elements – elements of the business model canvas. Furthermore, each element is assessed in detail using a SWOT that describes how a business strategy is born by collaborating with internal and external factors including strengths and weaknesses and external variables including opportunities and threats. Identification of SWOT results is the basis for designing a business model in the future. The formulation of the design of this new business model was carried out with *Blue Ocean Strategy* using a four-step framework analysis per with a abolish – reduce – improve – create scheme. Each business model design is equipped with a strength analysis as a consideration for the management if the business model is to be implemented.

STATISTICAL TEST RESULTS

Identification of the Current Business Model of Rs Asyisyifaa. The results of the identification of the business model at Asyisyifaa Hospital were obtained in accordance with observations and in-depth

interviews with the company's internal parties. The identification results are mapped in the *Business Model Canvas* so that it shows that the variables are related to each other, as shown in Table 1 below.

Table 1. Current Business Model canvas of RS Asyisyifaa

Key Partnerships	Key Activities	Value Propositions	Customer Relationships	Customer Segments
Pharmaceutical Companies Medical Equipment Company Nearby Hospitals Ministry of Health Dinkes Kab Bogor Phc Clinic, Midwife Private Practice BPJS Healthcare Private Company Insurance Bank Other Third Parties SIMRS Providers	Healthcare Development Marketing Hospital Operations Inventory Management Promotion through online media financial statements	Outpatient Services Inpatient Services Emergency Services Supporting Examinations Generic Drugs Technology-Based Services	Customer Service Suggestion Box Visit program to private midwife clinic Visit program to Puskesmas Health Seminar Hospital Image Customer Loyalty Program	Non-BPJS patients: Individual Patients Private Insurance Patients Company Patients Government Patients (JAMKESDA and Jampersal) BPJS Patients
	Key Resources		Channels	
	General practitioner Specialist Pharmacist Customer Database Network Access to BPJS Healthcare Paramedic Marketing and Sales Force Back Office Employees and Operational Support Buildings and Facilities for Infrastructure Facilities Management Medical Records Unit Team Casemix		Clinic IGD Surgical Room ICU Laboratory Pharmacy Radiology Hospital Website	
	Cost Structure		Revenue Streams	
	Cost of Goods Sold for Medicinal Products and Services Operating Costs Licensing Assets ATK fees on the back office Medical Equipment Rental Agent Fee Renovation Costs		Cash Patients BPJS Patients Private and Corporate Insurance Patients MCU Service Sales Ambulance Rental Pharmacy	

(1) Customer Segment: The Customer Segment at Asyisyifaa Hospital is divided into two, namely Non-BPJS Patients consisting of Individual Patients, Private Insurance Resources Patients, Company Patients, and Government Patients (JAMKESDA and Jampersal), and BPJS Patients who are very large in this JKN period. Initially, the target customers of Asyisyifaa hospital based on the type of market were segmented because the initial target was for middle to upper segment customers, but due to the government program, namely Jaminan Kesehatan Nasional which in its management by the Health Social Security Organizing Agency (BPJS Kesehatan), the market became wide, and could not be covered that the patients of Asyisyifaa Hospital in the year 2020 until now has been dominated by BPJS Kesehatan patient patients. (2) Value Proposition: proposition of values owned by Asyisyifaa Hospital in health services to the community, namely Outpatient Services,

Inpatient Services, ER, and Supporting Examinations. All services provided by Asyisyifaa Hospital are in accordance with type D hospital standards. On the quality of medicines currently the Asyisyifaa hospital offers with several alternatives, namely the medicines given measuring according to ability or *willingness to pay*. In addition, technology-based services have been carried out but are still not perfect, there are still several outlets that carry out operational activities manually. (3) Channels: customers at Asyisyifaa Hospital get word of mouth information, usually obtained from the experience of the patient, the patient's family or from the family of the hospital employee, namely through the Polyclinic, Emergency Room, Surgical Room, ICU, Laboratory, Pharmacy, and Radiology. Customers can find out the various services provided by Asyisyifaa Hospital, for example when customers visit the Polyclinic, after that by the polyclinic doctor is

asked to do blood examinations and X-rays, or customers enter the emergency room then carry out follow-up examinations to various other channels. Through these channels as a medium for conveying The Proportion of Value. Another flow is to use the *website* on the referral system network through the *whatsapp* application communication which is integrated in the system at the Bogor Regency Health Office. In the after-sales channel RS Asyisyifaa provides facilities through the *website* so that customers can provide criticism and suggestions to waiters at Asyisyifaa Hospital. (4) Customer Relations: Asyisyifaa Hospital has provided a suggestion box, *customer service* and *manager on duty* where customers can make complaints or suggestions that can be used as input to the house sakit dalam efforts to improve the quality and quality of service at Asyisyifaa Hospital. In addition, Asyisyifaa Hospital also has a program every month visiting midwives – private practice midwives, clinics - network clinics, puskesmas and company patients, as an educational facility, health seminars are also provided to midwives, (5) Income Flow: opinions are obtained from various types of services, namely referring to outpatient services of various polyclinics consisting of Internal Medicine Polyclinic, Surgical Polyclinic, Children's Polyclinic, Obstetrics and Gynecology Polyclinic, Dental Polyclinic, Neurological Polyclinic, Khusus Polyclinic and General Clinic. As for the service of Rawat Inap, medical support is provided such as Laboratorium, Radiology, Installation of armed facilities, Central Surgical Installations and emergency measures, ambulance car rental and sales of *Medical Check Up* (MCU). The flow of hospital revenue is also obtained from the rental of hospital assets, namely KSO parking management through third parties or vendors. (6) Main Resources: specialist doctors, general practitioners, pharmacists are the main resources for Asyisyifaa Hospital. In addition, other main resources are the Hospital

Information and Management System (SIMRS), as well as all human resources that support the operational activities of the hospital. (7) Main Activities: in accordance with its business, Asyisyifaa Hospital carries out main activities in the form of providing and developing health services, marketing activities, financial report activities that are always carried out every day, and logistics procurement activities to meet all the needs of hospitals and their customers. (8) Main Partnership: Rumah Sakit Asyisyifaa formed cooperation with suppliers with different forms of agreement according to mutual agreement, seperti laboratory there are tools whose operational systems are cooperation. Pengelolaan parking in cooperation with third parties. Strategi another partnership is a partnership competition, wherein the unworkable pemeriksaan in Rumah Sakit Asyisyifaa dapat is served at the hospital or other health facilities. (9) Cost Structure: At Asyisyifaa Hospital, the calculation of Cost of Goods Sold is always carried out to set the selling price to customers, and for customers with BPJS, a lower price is given in accordance with government regulations, so that carefulness is needed in setting prices, in addition to that operational costs at Asyisyifaa Hospital also experience an inefficient increase, namely the cost of Office Stationery (ATK) for the use of recording in record needs medical patients. This is due to the non-optimal use of SIMRS in all parts of the hospital. Assets and permits owned are also related to the cost structure, as well as renovation costs.

Evaluation of Internal and External Factors of the Company. After identifying the current condition of Asyisyifaa Hospital, environmental factors were then determined that affect the performance of the hospital. The selection of these factors was obtained based on in-depth interviews with the internal management of Asyisyifaa Hospital and other external parties. After that, it is continued by

evaluating these factors according to the results of weights and ratings on the IFE and EFE matrices. The results of these weights and rankings were obtained from questionnaires filled out by informants. In the analysis of the internal environment, an evaluation of the strengths and weaknesses of the hospital is

carried out, while in the external analysis an evaluation of opportunities and threats is carried out. Based on the evaluations that have been carried out, the total IFE score is 2.64 (Table 2) and the total EFE score is 2.76 (Table 3).

Table 2. Internal Factor Evaluation (IFE) Matrix of Asyisyifaa Hospital

No.	Internal Factors	Weight	Rank	Score
Strength				
1	Positive image of Asyisyifaa Hospital for BPJS users	0.12	4	0.48
2	Facilities and Infrastructure owned by the Hospital	0.11	3	0.35
3	Competent doctors and paramedics	0.11	4	0.45
4	The availability of drugs is always guaranteed	0.12	3	0.39
5	Strategic location	0.11	3	0.36
Weakness				
1	Asyisyifaa Hospital does not yet have marketing personnel for non-BPJS patients	0.09	1	0.11
2	The human resources of medical personnel and medical personnel are still incomplete	0.09	1	0.10
3	More advanced Medical Support Tools are not yet available	0.09	2	0.16
4	Not optimal sales of patent drugs	0.09	2	0.15
5	Not all the land used means	0.08	1	0.09
Total IFE Score		1		2.64

Table 3. Matrix External Factor Evaluation (EFE) RS Asyisyifaa

No.	External Factors	Weight	Rank	Score
Opportunity				
1	Other policies from non-BPJS partners regarding differences in customer segment services	0.13	4	0.51
2	Increasing public need for a wider range of service referrals	0.11	3	0.33
3	The majority of the population of Bogor regency of Productive age	0.12	3	0.37
4	Rapid Technological Development	0.13	4	0.52
Threat				
1	Consumers move to other hospitals where facilities are more adequate and the availability of specialist doctors is more timely	0.13	2	0.32
2	The Emergence of Competitors with Large Capital	0.13	3	0.36
3	The potential for in-efficiency will increase, because the government policy of all Indonesians is obliged to become a participant of BPJS	0.12	1	0.15
4	Direct consumer complaints through the mass media that do not match reality so that they can damage the image of the RS	0.12	2	0.21
Total EFE Score		1		2.76

SWOT analysis. According to Osterwalder and Pigneur (2012) SWOT analysis in business

model canvas provides four perspectives (strengths, weaknesses, opportunities, and

threats) to assess the elements of a business model. This analysis shows the internal factors that are the strengths and weaknesses of the company and shows the opportunities that can be utilized by the company. According to Dyson (2002) the advantage of using a SWOT

analysis is that it can connect internal and external factors that aim to attract or create new strategies because planning based on resources and competition can expand the analysis with an internal perspective.

Table 4. SWOT Matrix of Asyisyifaa Hospital

Internal Factors	Strength	Weakness
/	1. Positive image of Asyisyifaa Hospital	1. Asyisyifaa Hospital does not yet have marketing personnel for non-BPJS patients
	2. Facilities and Infrastructure owned by the Hospital	2. The human resources of medical personnel and medical personnel are still incomplete
	3. Human resources who are competent in their fields, respectively,	3. More advanced Medical Support Tools are not yet available
	4. The availability of drugs is always guaranteed	4. Not Yet Optimal Sales of Patent Drugs
	5. Strategic location	5. Not all facilities are used, including narrow parking lots
External Factors		
Opportunity	SO Strategy	WO Strategy
	1. S1,S2,O1, O2	1.W1,O1,O2
1. Other policies of non-BPJS partners regarding differences in customer segment services	Providing different cooperation agreements to non-BPJS partners according to the differences in service segments	Improving the system of cooperation agreements with partners and improving continuous communication with vendors
	2. S1,S3,O2,O4,	2. W2,W3,O1,O2,
2. Increasing public need for a wider range of service referrals	Create a <i>home care</i> and post-procedure service program for both postoperative and obstetric patients	Expand the area of human resource recruitment or create a job internship program for health workers according to the competencies needed
	3. S2,S3,O3,O4,	3. W1,W2, O1,O4
3. The majority of the population of Bogor Regency of Productive age	Creating Accessible Apps with Consumer Smartphones	Providing bonuses or incentives to non-BPJS consumers who can take their families for treatment to Asyisyifaa Hospital
	4. S2,S3,O3,O4,	4.W2,W3,O2,O4
4. Rapid Technological Development	Optimizing the use of SIMRS so that it can be integrated and facilitate referral and reporting information to BPJS, Bogor District Health Office, and other hospitals	creating a clinical pathway, a medical service that is leaned, the hospital can make cost efficiencies without reducing the quality of service provided to patients
Threat	ST Strategy	WT Strategy
	1. S1,S3,S5,T1,T2	1. W3,W5,T1,T2
1. Consumers move to other hospitals where facilities are more adequate and the availability of specialist doctors is more timely	Collaborate with partners and midwives, clinics and other primary level facilities better with a more attractive cooperation concept	Building new rooms or improving various hospital service facilities both in buildings and other infrastructure including maintaining the cleanliness and health of the hospital environment
	2. S1,S2,T1,T2,	
2. The emergence of competitors with Large capital	Service facilities can be further improved by investing in new equipment and doing analysis better buying your own or renting	
	3. S1,S3,T3,T4,	
3. Increase in BPJS Patients yang signifikan	Developing careline applications – consumer complaints	
4. Direct consumer complaints through the mass media that do not match reality so that they can damage the image of the RS		

SWOT analysis using the SWOT matrix as a strategy plan is very helpful in creating new business models with a BOS perspective

that will be the foundation for even better business development. Based on the data in the table above, almost every element of the

Asyisyifaa Hospital BMC has factors of strengths, weaknesses, opportunities, and threats so that it can be used as an advanced strategy in the next BMC.\

The explanation of each strategy is as follows:
SO strategy. (1) Provide different cooperation agreements to non-BPJS partners in accordance with the differences in service segments. The mutually beneficial cooperation agreement is expected to increase customer satisfaction with Asyisyifaa Hospital because there are always various services available properly, especially for non-BPJS patients. (2) Create a *home care* and post-treatment service program for both postoperative and obstetric patients. Asyisyifaa Hospital needs to always maintain and maintain good relations with its consumers, especially non-BPJS consumers by maintaining good relations from the time consumers visit to post-visit. Especially in postoperative patients and obstetric patients. Home *care* services can be provided as a package of services to postoperative consumers and obstetric consumers, so that consumers can feel more attention from the hospital. (3) Creating a registration application that is easily accessible to consumers. Limited time in the productive age with various daily activities they will look for services that can directly answer their needs, face the behavior of consumers of productive age, so hospitals must be able to adapt by answering what needs consumers want, namely by providing easy access with their *smartphone*, for example by making an online registration application, or online consultation. (4) Optimizing the use of SIMRS so that it can be integrated and facilitate reporting to BPJS, Bogor District Health Office, and other hospitals. Currently, SIMRS already exists, but the optimization of the use of the system has not been carried out by asyisyifaa Hospital. This is one of the factors for delays in reporting to BPJS and the Bogor District Health Office, this also affects the lack of services regarding wider service referrals.

HR as a *user* in this system has also not been well educated about the use of SIMRS in all parts. This SIMRS should be used in an integrated manner starting from the registration section to the *back office*, thus facilitating both financial reporting and reporting the number of consumers, and others as a basis for decision making and service improvement in the future.

WO strategy. (1) Improve the cooperation agreement system with vendors and improve continuous communication with BPJS Consumer partners. Management needs to review the form of cooperation that has been carried out at this time. Asyisyifaa Hospital can get special discounts from vendors. The existence of these various cooperation programs is hoped that partners can have an even better attachment relationship with Asyisyifaa Hospital so that hospital operational activities can be fulfilled in a shorter time. (2) Expand the area of human resource recruitment or create a work internship program for health workers according to the required competencies. The expansion of recruitment can minimize *turn over*, because it is possible that workers outside the area will feel more comfortable if they have been received with all facilities that are far more adequate than the manpower around the hospital. In the internship, the internship can be placed in the service section for non-BPJS patients so that the interns can be more professional and they can make reports on the results of work internships as input for improvement for the hospital. (3) Providing bonus or incentive programs to non-BPJS consumers who can bring their families for treatment to Asyisyifaa Hospital. Asyisyifaa Hospital needs to invite its consumers, especially non-BPJS consumers as partners to market existing services in hospitals, then hospitals can provide incentives in the form of discounts to these reference providers for the next service, besides that rewards can also be given to consumers who provide the most

references. In addition, special discounts for companies to do *medical check-ups* for their employees can also be done, so that a better relationship is established. (4) Create and implement a clinical pathway. Medical officers, *casemix* teams, medical ekam r units, and finances collaborate with each other in implementing *clinical pathaway* can perform service efficiency without neglecting the quality of service referring to clinical guidelines that are in accordance with established standards

ST strategy. (1) Better collaborate with partners and midwives, clinics and other primary-level facilities with a more attractive cooperation concept. Asyisyifaa Hospital can provide special discounts for partners and their families for treatment. For midwives, clinics or other first-level health facilities, Asyisyifaa Hospital can provide the highest patient achievement bonus program. With these various cooperation programs, it is hoped that partners and doctors and midwives can have an even better attachment relationship with Asyisyifaa Hospital. (2) Service facilities can be further improved by investing in new equipment and doing analysis better buying yourself or renting. Decision-makers at Asyisyifaa Hospital need to conduct an analysis of the investment of various medical support equipment with the latest technology or rent. If the procurement of medical support equipment can indeed be used as an added value and can be used in the long term, then asyisyifaa hospital should invest in these tools. (3) Develop a careline application – consumer complaints. Through this application, all consumer complaints can be immediately followed up so that they can improve the image of the hospital and strengthen the good relationship between the hospital and its customers and minimize complaints directly through online media for newspapers that write news without considering the hospital's image.

WT Strategy. (1) Build new rooms or improve various hospital service facilities both

in buildings and other infrastructure, including maintaining the cleanliness and health of the hospital environment. Buildings and infrastructure are the main advantages of a hospital. Consumers will feel comfortable when visiting the hospital and non-BPJS consumers will feel that they do not mind paying a little more, as a form of appreciation for their guaranteed comfort coupled with friendly services ranging from the security department, registration section, cashier, pharmacy, to paramedics, doctors and all hospital employees.

SWOT Strategy in the Blue Ocean Strategy

Perspective This perspective uses a four-step framework of creating, abolishing, improving, and subtracting. The combination of a SWOT analysis with a four-step framework on the BOS will help sharpen the success of an innovative business model (Sa'diyah, 2016). The relationship between the SWOT strategy and the BOS framework is as follows:

Planning Business Model Canvas Improvement at Asyisyifaa Hospital.

Improvements as an effort to develop business in the business model canvas need to be carried out by Asyisyifaa Hospital, namely improvements to elements that are still not optimal. In BMC's improvement, the change began with an increase in the focus on the non-BPJS consumer segment. The increase affects several other elements due to the interrelationships and adjustments between one element and another. In accordance with the improved BMC there are several important factors in these elements that have been maintained, created, improved, and subtracted from the previous BMC. The following is an overview of the BMC improvements that can be run by Asyisyifaa Hospital as shown in Figure 2 below.

Table 5. Linkage of SWOT Strategy with BOS Framework

BOS Framework \ SWOT Strategy	Create	Abolish	Increase	Subtract
	SO Strategy			
SO1				
Providing different cooperation agreements to non-BPJS partners according to the differences in service segments	New promotional programs		Non-BPJS Consumer Interest	Minimizing In-Efficiency
SO2				
Create a home care and post-procedure service program for both postoperative and obstetric patients	New service program post-action		Good relations with consumers Other revenue streams	Consumer waiting time
SO3				
Create an online registration	New service program		Customer satisfaction	waiting time in the hospital
SO4				
Optimizing the Use of SIMRS		Use of ATK in the back office	Human resource capability towards existing technologies	Delay time reporting to management and BPJS Kesehatan, Dinkes, Ministry of Health
WO Strategy				
WO1				
Improving the cooperation system with HOSPITAL vendors and improving communication with Non-BPJS Partners	New cooperation system		Added Value of Insurance Consumers and Companies Hospital revenue	
WO2				
Recruitment and HR internship programs with a wider scope	New HR recruitment techniques		Employee Spending costs increase	Turn Over HR
WO3				
Creating a Promotional Program with networking	New Marketing Techniques		Marketing costs are bonuses or incentives Patent Drug Sales relationships with Consumers and new channels	
WO4				
Creating a <i>Clinical Pathway</i>	Improving Service Quality		Service Quality and Effectiveness of HR Performance	In-Efficiency in RS operations
ST Strategy				
ST 1				
Collaborating with JejarIng Partners	New Marketing Techniques		Relationships with partners	
ST 2				
Addition of health support equipment with new technology			The image of the hospital is getting better Added value of service RS Revenue	Agent rental costs
ST 3				
Developing careline applications – consumer complaints	New service programs		Consumer loyalty RS imagery	

Table no.5 continued....

WT STRATEGY				
WT 1				
Building buildings or renovating existing facilities and Parasarana			Investment Costs	patients in referencing
			Added value and assets	

Figure 2 BMC Improvements in accordance with the BOS Framework at Asysyifaa Hospital

Key Partnerships	Key Activities	Value Propositions	Customer Relationships	Customer Segments
Pharmaceutical Companies Medical Equipment Company Nearby Hospitals Ministry of Health Dinkes Kab.Bogor Pnc Private Midwife Clinic BPJS Healthcare Private Company Insurance Bank Other Third Parties SIMRS Providers	Healthcare Development Marketing Hospital Operations Inventory Management Promotion through online media New Marketing Techniques New Promotion/Al Program Work Interns Clinical Pathway	Outpatient Services Inpatient Services Emergency Services Supporting Examinations Generic Drugs Technology-Based Services New Technologies	Customer Service Suggestion Box Visit program to private midwife clinic Visit program to Puskesmas Health Seminar Hospital Image New Service Program Customer Loyalty Program Offline Registration Time	Non-BPJS patients: Individual Patients Private Insurance Patients Company Patients Government Patients (Jampersal and JAMKESDA) BPJS Patients
	Key Resources		Channels	
	General practitioner Specialist Pharmacist Customer Database Network Access to BPJS Healthcare Paramedic Marketing and Sales Force Back Office Employees and Operational Support Buildings and Facilities for Infrastructure Facilities Financial Management Medical Records Unit Team Casemix New Medical Support Tools		Clinic IGD Surgical Room ICU Laboratory Pharmacy Radiology Hospital Website External Marketing	
	Cost Structure		Revenue Streams	
	Cost of Goods Sold for Medicinal Products and Services Operating Costs Licensing Assets External Marketing Costs (Bonuses and Incentives) ATK fees on the back office Medical Equipment Rental Agent Fee Renovation Costs The Cost of Purchasing New Medical Devices HR Training Costs		Cash Patients BPJS Patients Private and Corporate Insurance Patients ICU Service Sales Ambulance Rental Pharmacy Post-Action Home Care and Midwifery Services	

Colored captions:

Retaining the Create

Improving

Delete

Customer Segments. In the improvement business model, Asysyifaa Hospital is expected to increase the focus of attention on the Non-BPJS Patient market segment so as to eliminate the in-efficiency that is currently occurring. The increase in the Non-BPJS Patient segment can be done through various service programs socialized by hospitals such as *home care services*, special discounts, personal relationships, and the provision of the latest medical equipment, as well as the provision of patent medicines at affordable prices.

Value Proposition. In the business model of improvement, Asysyifaa Hospital is expected to be able to maintain every component of the old business model, and create a use of new technologies such as *careline applications* – android-based consumer complaints, the use of *WhatsApp* to directly connect with its consumers, online registration through a system, improvement or optimization of SIMRS and other superior customer service systems that have not yet implemented by its competitor hospitals.

Channels. Asysyifaa Hospital can add marketing channels through consumer programs as external marketing, namely programs for consumers who recommend Asysyifaa Hospital to their families or relatives will get bonuses or incentives in the form of

discounts, *vouchers*, and others so that consumers are interested in participating in the program. *The* hospital website can be improved in use even better, namely the marketing team can actively write health articles, respond to consumer complaints, and provide a *chat* column on the *website* so that consumers can send messages directly to ask about things about hospital services.

Customer Relations. In the improvement business model, in addition to maintaining existing sub-elements, it is necessary to improve customer service services even better, consumers can fill out a satisfaction questionnaire for asyisyifaa Hospital services as a basis for improving service services. The image of the hospital can also be improved with the improvement of existing facilities. *The Customer Loyalty* program also needs to be improved by regularly contacting consumers and providing useful information. New service programs can be created by gathering even more ideas from the marketing team and top-level management. *Home Care* services are created so that consumers feel that they get services from the hospital easily wherever they are.

Revenue Streams. The *Revenue Streams* element will undergo changes due to an increase in other elements, especially the creation of new sources of income from *home care* services. More and more consumers need this service, especially in the pandemic era, it is expected to increase the income flow from the *home care* service.

Key Resources. In an effort to improve hospital performance, it is necessary to add the latest medical support tools, so that it becomes an added value for hospitals and attracts consumers to use these services. Improving the relationship between cooperation with specialist doctors can be done by reviewing various things that need to be improved. Increasing human resources at Asyisyifaa Hospital by conducting a work internship program for medical personnel around the

hospital so as to accelerate service time during the pandemic, in addition to opening up opportunities for medical personnel to take part in work internship programs, in addition to recruiting new marketing and sales departments also needs to be carried out which is expected to have a better impact on the growth of the hospital business. Buildings and infrastructure facilities also need to be improved as a form of comfortable service for consumers and all employees and hospital partners.

Main Activities. Asyisyifaa Hospital needs to increase promotion through online media such as *WhatsApp*, *Facebook*, hospital *website*, *Instagram*, *Twitter*, and other online social media. This will certainly increase the activities of the marketing department. New marketing techniques need to be created to further expand the non-BPJS market segment such as holding health seminars, P3K training to schools and insurance user companies in collaboration with Asyisyifaa Hospital, and others. Asyisyifaa Hospital needs to create a *Clinical pathway* to reduce service costs, especially BPJS customers by paying attention to the quality and quality of medical services, in addition, Asyisyifaa Hospital also needs to create a new internship program for health workers living around and outside the hospital, as well as conducting training according to the competence of their respective fields as a support for improving HR performance.

Major Partnerships. In the improvement business model, increased cooperation needs to be carried out with BPJS, the Bogor Regency Health Office, and pharmaceutical companies as providers of generic drugs and patent drugs, medical device companies to get discounts when buying the latest medical support equipment, and other health products that are urgently needed during this pandemic. In addition, it is also necessary to improve cooperation relations with other third parties, namely SIMRS providers so that

SIMRS can be used in an integrated and optimal manner in all parts of the hospital.

Fee Structure. Some of the strategies that will be implemented will reduce cost components such as ATK costs and equipment rental costs if Asyisyifaa Hospital adds new equipment investment. The costs that will increase are the cost of renovating buildings and other infrastructure such as parks, waiting rooms in several parts such as the registration department, pharmacy, polyclinics, musholah, restrooms, and other rooms so that consumers feel comfortable and safe while in the hospital. In addition, new costs are added such as bonuses and incentives for external marketing, salary costs for interns, the cost of purchasing new medical devices, and the cost of employee internship fee programs.

CONCLUSION

Conclusion. Based on the results of the identification of business models at Asyisyifaa Hospital mapped in the Canvas Business Model, it was found that there are elements that have not been optimally developed so that a new strategy is needed as an effort to optimize these elements, including (a) providing different cooperation agreements to non-BPJS partners in accordance with different service segments, (b) providing new medical support equipment, (c) implementing customer service programs to increase the interest of non-BPJS consumers to visit Asyisyifaa Hospital, (d) optimization on SIMRS, (e) building new buildings or renovations in other buildings and infrastructure, (f) creating an android-based careline application to accommodate and provide solutions to customer complaints, (g) providing bonuses and incentives to external marketing, (h) creating and implementing *clinical pathways* for the efficiency of medical service costs for BPJS customers, (i) expanding the recruitment of health workers outside the region and opening internship programs for medical personnel around the hospital, (j) improving personal services to

their consumers, (k) creating online registration that is easily accessible to consumers. Strategi – the strategy is mapped back into BMC improvements based on **the blue ocean strategy perspective**, which results in that almost all elements within the BMC can be improved as in the elements of Customer Relationships, Key Activities, Key Partnerships, Value Propositions, Channels, and Cost Structures. The reduction is found in the Cost Structure **element**, while creation is in the Main Activity element, Value Proposition, Customer Relationships, Key Resources, Channels, Cost Structure, and Revenue Flow elements.

Suggestion. Further research can be done by preparing a strategy map that analyzes various activities in detail for each strategy. In the strategy road map, it is necessary to analyze the cost and time of application of various strategies and significant impacts on hospitals. The results of the implementation of these strategies are then evaluated thoroughly so that they can be assessed and the research results become more perfect.

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