



PSYCHIATRIC INPATIENT INSTALLATION BUSINESS STRATEGY AT THE PSYCHIATRIC HOSPITAL DR. H. MARZOEKI MAHDI

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ABSTRACT

The problem that is the object of research is the number of people experiencing mental health disorders due to the Covid 19 pandemic becomes a new source of stress for the global community today. This research is qualitative with an analytical descriptive problem analysis approach using strategy formulation tools in the form of IFE matrix, EFE matrix, TOWS matrix, IE matrix.). Based on the results of the study. Total EFE Matrix score of 2.90. Ife Matrix total score of 2.41. With the merger of TOWS Matrix and IE Matrix, the right strategy for Dr. H. Marzoeqi Mahdi's Mental Hospital is product development. With QSPM the strategy is to develop services that are adaptive to pandemic conditions but still refer to the strategic and business plans that have been established, strengthening the competence of nurses in Psychiatric Hospitalization Installations, utilization of IT in the service process, the preparation of guidelines for psychiatric inpatient installation infrastructure facilities, increasing partnership efforts across programs and across sectors.

Keywords: *Business Strategic Planning, Psychiatric Inpatient Installations*

INTRODUCTION

Health development is the main investment for the development of Indonesian human resources and to achieve this, a systematic, targeted, integrated and comprehensive health development plan is needed, and it requires the involvement of various sectors and all components of the nation in its implementation. According to (Law Number 36, 2009) Health is a healthy state, both physically, mentally, spiritually, and socially that allows everyone to live socially and economically productive. Health according to (WHO, 1984) is a state of complete physical, mental and social well-being

and not merely the absence of disease or infirmity or disability. The COVID-19 pandemic in Indonesia since March 2020 has had many impacts on a person's psyche. The survey results (pdsjki, 2020) show that 63% of respondents experience anxiety and 66% of respondents experience depression due to the Covid19 pandemic. Symptoms of anxiety are worries about something bad that will happen, excessive worry, irritability, and difficulty relaxing, while the main symptoms of depression that occur are difficulty sleeping, lack of confidence, fatigue, lack of energy, and loss of consciousness and interest. The difficult situation in the midst of a pandemic is getting worse due to the lack of access to quality mental health services. In the United States, efforts to standardize measures of mental health care quality have been slow. Only a third of health services receive adequate mental health care. Quality of care has been slow to improve compared to general medical care. The gap in the quality of mental health care is also partly due to the lack of systematic methods for measuring the quality of mental health services (Kilbourne et al., 2018). According to (Ridlo, 2020) If the government does not give the necessary attention to mental health issues, especially in the implementation of integrated policies related to the handling of the COVID-19 pandemic, the potential post-pandemic losses will be even greater. Governments should integrate mental health services into community-based services as a way to ensure universal coverage of mental health services.

Mental health problems is a matter that gets special attention from the Government as stated in its strategic goal, namely improving the degree of public health through a life cycle approach (Renstra Kemkes, 2020-2024). The realization of quality mental health services through improving the quality of hospital services is a challenge for RSJMM which is derived from the vision of the RSJMM to be achieved, namely the Realization of Personal Development Care Services Towards a Healthy, Productive and Independent Society (RSB RSJMM, 2020-2024). The condition of the COVID-19 pandemic has caused changes in services and needs that are not in accordance with the plan. One of these conditions was seen in psychiatric inpatient services during the covid 19 pandemic. People with Mental Disorders (ODGJ) who visited RSJMM decreased by 4299. The BOR value of the Hospital also decreased by 57.51 in 2020. While the LOS value from 2015 2017 - 2020 average under 23 days. In research conducted (Iskandar, 2012) this management has difficulty anticipating the increasing number of patient visits every year, so that future planning cannot be done properly. One of the reasons is that the hospital does not have a strategic plan that can be agreed upon by all parties involved in the decision-making process.

Quality and patient safety is currently one of the main demands of hospital service users. It even becomes one of the elements of hospital accreditation assessment. RSJMM with International Accreditation predicate must serve in accordance with Accreditation standards for customer satisfaction. By monitoring the evaluation of all programs and services on time, it is expected to increase service growth. To achieve quality mental health services in the Covid-19 Pandemic conditions by prioritizing the quality and safety of psychiatric patients, the authors will analyze and identify external and internal factors in the Psychiatric Inpatient Installation. From the empirical findings of the previous research above, the author sees the need for further research on business strategic planning in the Psychiatric Inpatient Installation in 2020 - 2024 which is expected to be a strategy for management in developing quality mental health services.

Problem Identification are the number of people experiencing mental health problems due to the Covid-19 pandemic has become a new source of stress for the

global community today in the face of the Covid-19 pandemic, Cases of People with Mental Disorders Increase during the Covid Pandemic 19 but in RSJMM there was a decrease in the value of BOR and Visits Psychiatric Inpatients at RSJMM in 2020, Mental health problems must be the government's attention achieve an increase in public health status. 2020 marks the beginning of the first implementation of the Strategic Plan Business Year 2020-2024, it is necessary to identify in-depth and empirical measurements to realize development quality mental health services.

General Objectives are knowing the Overview of Strategic Planning Business Psychiatry Inpatient Installation in RSJ. Dr. H. Marzoeqi Mahdi Bogor. Specific Objectives are Analyze which external factors influence in determining strategy based on financial perspective, customer perspective, internal business process perspective, growth and learning perspective, Analyze which internal factors influence in determining strategy based on financial perspective, customer perspective, internal business process perspective, growth and learning perspective, Analyze and explain the positioning of Ranap Installation RSJMM psychiatry according to the situation analysis in 2020, Knowledge of alternative strategy recommendations and selected strategies appropriate for the development of the RSJMM Psychiatric Installation.

LITERATURE REVIEW

Strategic management is the art and science of formulating, implementing, and evaluating cross-functional and sectoral decisions that enable an organization to achieve its goals. The term strategic management is used synonymously with the term strategic planning. The goal of strategic management is to discover and create new and different opportunities for the future. Long-term planning, on the other hand, tries to optimize future trends based on current trends (David, 2019). Strategy presents the results of actions taken to meet long-term goals. The time frame for goals and strategies should be consistent, usually two to five years (David, 2019)

Strategic planning is the process of deciding what to do and how to do it in the future. Meanwhile, according to Kotler and Andreas, strategic planning is a management process to develop and maintain a strategic fit between organizational goals and resources and changing opportunities in the market. Strategic planning includes defining the overall vision, mission, goals, identification of the external environment and the internal environment. The concept of a generic strategy and its main strategy proposed by other strategists are used according to (Duncan et al., 2018), different clustering strategies, which are grouped into adaptive strategies, market entry strategies and positioning strategies. Adaptive strategy is a strategy that determines whether the state of the organization will develop, shrink, or stabilize. Market entry strategy is a strategy that determines how to enter the market. In general, in the shrinking strategy, the company does not need a market entry strategy. Positioning strategy is a strategy to deal with other companies in the market. This strategy is market oriented and aims to create a competitive advantage

Situation analysis involves looking at the organization both internally in terms of its strengths and weaknesses, and externally in terms of its opportunities and threats. Situational analysis can yield a large amount of information, but much of it is not particularly relevant to strategy formulation. To make information more manageable, it can sometimes be useful to categorize internal factors as strengths and weaknesses, and external environmental factors as opportunities and challenges. This analysis is often

referred to as a SWOT (Strengths, Weakness, Opportunities, Threats) analysis (Ayuningtyas, 2013). The external environment has two aspects: (1) Macro Environment which affects all companies, and (2) Micro Environment which only affects certain industrial companies. Macro-environmental analysts cover certain political, economic, social, and technological factors. And sometimes referred to as a PEST (Political, Economic, Social, Technological) analyst. An important aspect of the microenvironmental analyst is the industry in which the Company operates or in which it operates. Michael Porter presents a useful Five Forces Framework for industry analysts. Porter's five strengths include barriers to entry, customers, suppliers, substitute products, and rivals among the company's competencies (Ayuningtyas, 2013).

Regulation of the Minister of Health of the Republic of Indonesia number 4 of 2019 concerning technical standards for meeting the quality of basic services at minimum service standards in the field of hospital health . Provisions on Minimum Service Standards at RSJ Dr. H. Marzuki Mahdi is also regulated in the Decree of the President Director of RSJMM NO. HK.02.03/XXV.I/3131/2020 concerning Quality and Patient Safety Indicators, Work Unit Quality Indicators and Service Quality Indicators. In this case the performance of psychiatric inpatient installations is measured through Minimum Service Standards.



Figure 1. Strategy Formulation Analysis Framework
Source (David ,2019)

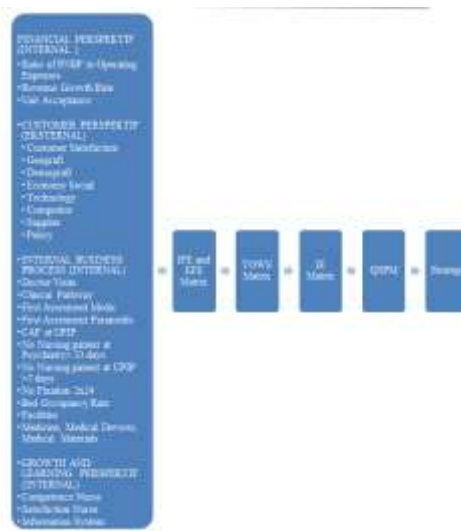


Figure 2. Conceptual Framework

RESEARCH METHOD

This research was conducted at the Inpatient Installation of RSJMM which is located on Jl. Dr. Sumeru No.114 Bogor. Research Time is 2020. This type of research is a qualitative research with a descriptive analytical problem analysis approach using strategy formulation tools in the form of IFE matrix, EFE matrix, TOWS matrix, IE matrix. Non-probability sampling technique with purposive sampling. According to (Sugiyono, 2018) Purposive Sampling is a technique for sampling data sources with certain considerations. Samples of Nurses in the Psychiatric Installation were taken as many as 96 people. To anticipate samples whose data is not valid, approximately 102 nurses are taken at the Psychiatric Development Unit. Sampling using the slovin method. Samples as key informants are represented from each Directorate according to his perspective.

Financial Perspective as many as 2 people represented by the Sub Coordinator Accounting and BMN, Ka. Installation of Guarantee and Receivable Verification, Customer Perspective as many as 2 people represented by the Coordinator Organization and General, Head of Psychiatry Inpatient Installation, Internal Business Process Perspective as many as 5 people represented by Coordinator of Medical and Nursing Services, Sub coordinator Nursing, Chair of the KMKP Committee, Head of PKRS Installation, Ka. Installation Medical record, Growth and Learning Perspective as many as 2 people are represented by the Sub Coordinator of Personnel Administration, Ka. Hospital Information System Installation (SIRS). In this study, qualitative researchers as Human Instruments, whose functions are to determine the focus of research, have informants as data sources, collect data, assess data quality, analyze data, interpret data and draw conclusions from their findings. Triangulation data collection (a combination of observation, in-depth interviews and documentation) (Sugiyono, 2018).

RESULT AND DISCUSSION

At this stage the formulation tools used are Matrix IE and TOWS Matrix. This formulation depends on the information obtained from the input stage stage. Matching Critical Succes External and Internal Factors is the key to effectively arranging strategies that are worth implementing.

Table 1. EFE Matrix . Calculation Results

No	Variable	Critical Success Factor	Opportunities/Threats	Weight	Rating	Score
Opportunity						
1	Customer satisfaction	Achievement of customer satisfaction at the Psychiatric Rapture Installation in 2020 according to standards	Opportunity	0.10	4	0.41
2	Demographics	Characteristics of residents in Bogor City (> 15 years old) have the highest prevalence of schizophrenia, depression and mental disorders	Opportunity	0.07	3	0.21
3	Geography	The location of the RSJMM is strategically in the middle of the city so it is easy to reach to come for treatment	Opportunity	0.07	2	0.14
4	Socio-Economic	The poverty rate of the population in Bogor Regency and City is high so that the prevalence of mental disorders is higher because of poverty	Opportunity	0.07	2	0.14
No	Variable	Critical Success Factor	Opportunities/Threats	Weight	Rating	Score
5	Technology	Sophisticated Medical Devices for psychiatric examinations (TMS, Neurofeedback)	Opportunity	0.10	4	0.41
6	Competitor	Health centers that have ODGJ assisted in the Regency and Municipality	Opportunity	0.10	4	0.41
7	Supplier	Contractual procurement or operational cooperation with the Provider	Opportunity	0.10	4	0.41
Threat						
1	Technology	The Telemedicine application makes it easy for patients to consult a psychiatrist (Halodoc)	Threat	0.10	2	0.21
2	Competitor	Health centers, hospitals and clinics that open psychiatric services	Threat	0.07	2	0.14
3	Supplier	The use of mental drugs should not be interrupted so that if the provider is constrained in the supply of drugs, it will have a direct impact on services	Threat	0.10	1	0.10

4	Policy	The tiered referral policy from BPJS	Threat	0.10	3	0.31
TOTAL EFE MATRIX				1.00		2.90

The total score of EFE Matrix 2.90 indicates that the Psychiatric Inpatient Unit responds well to existing opportunities and avoids threats from the environment outside the hospital.

Table 2. IFE Matrix, Calculation Results

No	Variable	Critical Success Factor	Strengths/Weaknesses	Weight	Rating	Score
Strength						
1	Ratio of PNB to Operating Expenses	The BLU budget is already available for the expenditure of goods and staff for the psychiatric installation	Strength	0.08	4	0.34
2	Specialist Doctor Visite Hours Physical injury/trauma due to fixation (CAF) at the Psychiatric Intensive Service Unit (UPIP) No incidence of patients being treated at UPIP >7 days The absence of patients who were fixed after being treated 2x24 hours in the acute psychiatric room	Minimum Service Standards for Mental Hospital Installation are up to standard	Strength	0.08	4	0.34
4	Medical Devices Medical Devices, Medicines, BMHP	Drug procurement and BMHP are available continuously and consistently	Strength	0.07	4	0.28
5	The level of quality of partnerships, cross-programme and cross-sectoral collaboration	There are 16 Puskesmas which are assisted by RSJMM in collaboration with the Health Office.	Strength	0.08	4	0.34
6	Employee competence	Implementation of repeated education for medical personnel (psychiatric sub-specialty)	Strength	0.08	3	0.25
7	Employee Satisfaction	The majority of nurses are satisfied with promotion & training, co-workers, supervision & superiors, their profession as a nurse, income	Strength	0.07	3	0.21
Weakness						
1	Income Growth Rate Unit Admission	Receipts on a cash basis have not reached the TPNBP Ranap	Weakness	0.08	1	0.08

	Initial medical assessment Initial nursing assessment No incidence of psychiatric hospitalized patients > 23 days Bed Occupancy Rate (BOR)	Psychiatry target				
3	Infrastructure for Psychiatry	Fulfillment has not been optimal because there are no guidelines for sarpras in psychiatric settings	Weakness	0.06	1	0.06
4	The level of quality of partnerships, cross-programme and cross-sectoral collaboration	The existence of PSBB which limits outreach and advocacy activities	Weakness	0.08	1	0.08
5	Employee competence	Training for skills has constraints on the online training model	Weakness	0.07	2	0.14
6	Employee Satisfaction	The survey results show that there are still employees who feel dissatisfied	Weakness	0.06	2	0.11
7	Information System	Electronic Medical Records have not been optimally integrated in the Psychiatric Report	Weakness	0.08	1	0.08
TOTAL IFE MATRIX				1.00		2.41

The IFE Matrix total score of 2.41 indicates that internal Psychiatric Inpatient Installation still weak.

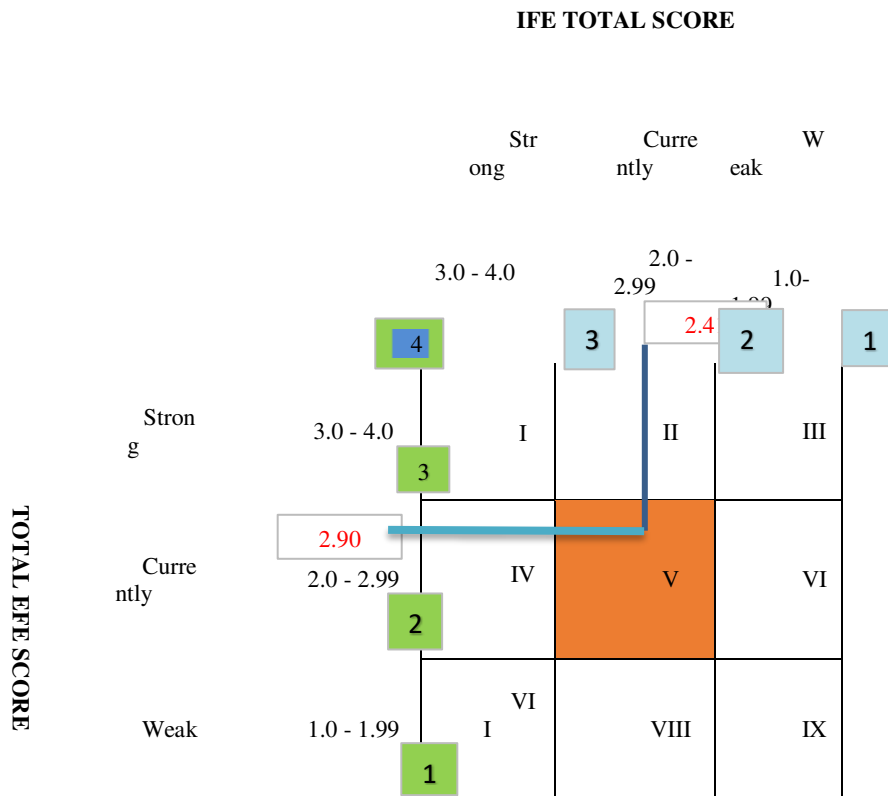


Figure 3. IE Matrix Calculation Results

The form of strategy that can be developed if it is in cell V (Hold and Maintain) is Product Development (Product Development) and Market Penetration (Market Penetration).

INTERNAL	
Strength	Weakness
The BLU budget is already available for the expenditure of goods and staff for the psychiatric installation	Receipts on a cash basis have not reached the TPNBP Ranap Psychiatry target
Minimum Service Standards for Mental Hospital Installation are up to standard	Minimum Service Standards for Psychiatric Installations, there are several that do not meet standards such as compliance with CP implementation, initial medical assessment and initial nursing assessment, no incidence of psychiatric hospitalized patients > 23 days, low drill

		Drug procurement and BMHP are available continuously and consistently	Fulfillment has not been optimal because there are no guidelines for sarpras in psychiatric settings
		There are 16 Puskesmas which are assisted by RSJMM in collaboration with the Health Office.	The existence of PSBB which limits outreach and advocacy activities
		Implementation of repeated education for medical personnel (psychiatric sub-specialty)	Skills training is still constrained by the training model which is mostly carried out online
		The majority of nurses are satisfied with promotion & training, co-workers, supervision & superiors, their profession as a nurse, income	The survey results show that there are still employees who feel dissatisfied
			Electronic Medical Records have not been optimally integrated in the Psychiatric Report
EXTERNAL	Opportunity		
	Achievement of customer satisfaction at the Psychiatric Rapture Installation in 2020 according to standards	1. Future Quadrant	2. Internal Fix-it Quadrant:
	Characteristics of residents in Bogor City (> 15 years old) have the highest prevalence of schizophrenia, depression and mental disorders		a. Retreat
	The location of the RSJMM is strategically in the middle of the city so it is easy to reach to come for treatment		b. Enhancements
	The poverty rate of the population in Bogor Regency and City is high so that the prevalence of mental disorders is higher because of poverty		c. Market Development.
	Sophisticated Medical Devices for psychiatric examinations (TMS, Neurofeedback)		d. Product Developop.
	Health centers that have ODGJ assisted in the Regency and Municipality		e. Vertical Integ.
	Contractual procurement or operational cooperation with the Provider		f. Related Divers
	Threat		
	The Telemedicine application makes it easy for patients to consult a psychiatrist (Halodoc)	3. External Fix-it Quadrant	4. Survival Quadrant
	Health centers, hospitals and clinics that open psychiatric services		

	The use of mental drugs should not be interrupted so that if the provider is constrained in the supply of drugs, it will have a direct impact on services		
	The tiered referral policy from BPJS		

Figure 4. TOWS Matrix Matching Results

From the results of the TOWS Matrix illustrates that the Mental Hospital Dr. H. Marzoeqi Mahdi is in quadrant 2, namely the Fix-it Internal Quadrant where management must minimize internal weaknesses and maximize external opportunities.

By combining TOWS Matrix and IE Matrix, we get the right strategy for the Mental Hospital Dr. H. Marzoeqi Mahdi, namely:

Table 3. The Result By Combining TOWS Matrix and IE Matrix

No	Matrix IE Results	TOWS Results Matrix
	a. Market penetration	a. Retreat
	b. Product development.	b. Enhancements
		c. Market Development
		d. Product Development
		e. Vertical Integration
		f. Related Divers

Based on the results of the calculation of the QSPM (Quantitative Strategic Planning Matrix) method, the results of the selected strategy sequence are as follows I) Develop services that are adaptive to pandemic conditions but still refer to Strategic and business plans that have been set (Priority 1), II) Utilization of IT (Information Technology) in the service process (Priority), III) .Increasing cross-program and cross-sector partnership efforts (Priority 3), IV) Strengthening the competence of nurses in the Psychiatric Inpatient Installation (Priority 4), V) Preparation of guidelines for Psychiatric Inpatient Installation (Priority 5).

Table 4. Objectives and Targets of Installation Business Strategic Planning
RAP Psychiatry RSJ Dr. H. Marzoeqi Mahdi Bogor

No	Selected Strategy	Aim	Target Description
1	Develop services that are adaptive to pandemic conditions but still refer to the strategic and business plans that have been set	RSJMM has services that adapt to the conditions of the COVID-19 pandemic by referring to the indicators in the RSB IKU Hospital Innovation Program Achievements	RSJMM compiled a development program from hospital innovation products that already exist in psychiatric inpatient installations, namely Safewards.
2	Utilization of IT (Information Technology) in the service process	RSJMM has an integrated SIMRS and Electronic Medical Records in the service process at the Psychiatric Inpatient Installation by referring to the indicators in the RSB KPI BIOS Achievement	RSJMM developed an integrated and independent management of information technology in the Psychiatric Inpatient Installation
3	Increasing cross-program and cross-sector partnership efforts	RSJMM, especially in the PKRS installation, has a partnership program with Puskesmas, Health Office, Social Service to increase visits of psychiatric patients to RSJMM by referring to the indicators in the RSB KPI Improving the competence of partners supported by RSJMM	RSJMM, especially the PKRS Installation, has compiled a partnership agreement that does not yet exist, which includes hospitals and other health care facilities.
4	Strengthening the competence of nurses in the Psychiatric Inpatient Installation	RSJMM with the development of mental services has nurses who are more competent in dealing with psychiatric patients by referring to the RSB KPI indicator Competency-based HR capacity building	RSJMM arranges certified and competency-based training for psychiatric inpatients
5	Preparation of guidelines for Psychiatric Inpatient Installation facilities	RSJMM has a basis for planning and fulfilling infrastructure facilities in psychiatric inpatient installations according to standards by referring to the RSB KPI indicator Fulfillment of excellent service facilities and infrastructure according to standards	RSJMM prepares Psychiatric Inpatient Installation facilities

Table 5. Annual Implementation Target of the Psychiatric Inpatient Installation of Dr. RSJ. H.

Marzoeki Mahdi					Goals Every Year(%)				
No	Goals (KPIs)	Indicator Success	Operational definition		2020	2021	2022	2023	2024
1	RSJMM compiled a development program from hospital innovation products that already exist in psychiatric inpatient installations, namely Safewards.	Implementation of the development of hospital innovation products that already exist in psychiatric inpatient installations, namely safewards	Safeward innovation has been implemented in non-acute psychiatry rooms, not only acute rooms			80	80	80	80
2	RSJMM developed an integrated and independent management of information technology in the Psychiatric Inpatient Installation	The implementation of integrated and independent information technology management in the Psychiatric Inpatient Installation	SIMRS and Electronic Medical Records have been integrated in all service and administration rooms			100	100	100	100
3	RSJMM, especially the PKRS Installation, has compiled a partnership agreement that does not yet exist, which includes hospitals and other health care facilities.	Implementation of MOU or KSO with hospitals and other health care places	The existence of MOU and KSO documents			80	90	100	100
4	RSJMM arranges certified and competency-based training for psychiatric inpatients	Compilation of certified training documents	Certified training is organized training by diklit RSJ. dr. H. Marzoeki Mahdi Bogor has been accredited PPSDM upload system Training Accreditation (Siakpel)			75	80	80	80
5	RSJMM prepares guidelines for Psychiatric Inpatient Installation facilities	Preparation of guidelines for Psychiatric Inpatient Installation facilities	Availability of guidelines for Psychiatric Inpatient Installation			80	80	80	80

CONCLUSION

Analysis of opportunities and threats from the Psychiatric Inpatient Installation is an analysis of the External Environment. Psychiatric Inpatient Installations have good opportunities in terms of achieving customer satisfaction according to standards, sophisticated medical devices for psychiatric examinations (TMS, Neurofeedback), Puskesmas that have ODGJ fostered in districts and municipalities, The existence of providers who have registered with LPSE either contractually or operational cooperation because the availability of drugs for ODGJ must always be continuous. While the High Threat is the existence of a Tiered Referral Policy from BPJS. The total score of EFE Matrix 2.90 indicates that the Psychiatric Inpatient Unit responds well to existing opportunities and avoids threats from the environment outside the hospital.

Analysis of the strengths and weaknesses of the Psychiatric Inpatient Installation is an analysis of the Internal Environment. The Psychiatric Inpatient Installation has good strength in terms of the availability of the BLU budget for expenditure on goods and personnel, the Minimum Service Standard of 9 (nine) variables has 4 (four) variables that meet the standard, the RSJMM-assisted health center has 16 health centers. While the high weakness is that the training for employee competency skills has problems with the online training model. The IFE Matrix total score of 2.41 indicates that internal Psychiatric Inpatient Installation still weak.

In the IE Matrix, the strategies that can be developed if they are in cell V (Hold and Maintain) are Product Development (Product Development) and Market Penetration (Market Penetration). From the results of the TOWS Matrix illustrates that the Mental Hospital Dr. H. Marzoeki Mahdi is in quadrant 2, namely the Fix-it Internal Quadrant where management must minimize internal weaknesses and maximize external opportunities. By combining the TOWS Matrix and IE Matrix, the right strategy was obtained for the Mental Hospital Dr. H. Marzoeki Mahdi, namely product development. Based on the results of the calculation of the QSPM (Quantitative Strategic Planning Matrix) method, the results of the selected strategy sequence are as follows: Develop services that are adaptive to pandemic conditions but still refer to the strategic and business plans that have been set (Priority 1), Utilization of IT (Information Technology) in the service process (Priority 2), Increasing cross-program and cross-sector partnership efforts (Priority 3), Strengthening the competence of nurses in the Psychiatric Inpatient Installation (Priority 4), Preparation of guidelines for Psychiatric Inpatient Installation facilities (Priority 5).

The Recommendation are it needs to be further developed into a program or activity that adjust to the five selected strategies including risk management, It is necessary to carry out a strong advocacy process using justification academic and smart strategy by the Hospital management to maximize Cooperation or Operational Agreements with Hospitals others, the Department of Health, the Department of Social Affairs, the Health Center, Optimization SIMRS applications that are not in accordance with the RS flow and perform rebuild databases, It takes a strong commitment from all employees of Dr. Mental Hospital. H. Marzoeki Mahdi to implement the inpatient installation strategic planning psychiatry.

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