



Driving performance insights into business strategies at raja ahmad tabib regional hospital riau islands province

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ABSTRACT

A well-prepared abstract enables the reader to identify the basic content of a document quickly and accurately, to determine its relevance to their interests, and thus to decide whether to read the document in its entirety. The Abstract should be informative and completely self-explanatory, provide a clear statement of the problem, the proposed approach or solution, and point out major findings and conclusions. The Abstract should be 100 to 200 words in length. The abstract should be written in the past tense. Standard nomenclature should be used and abbreviations should be avoided. No literature should be cited. The keyword list provides the opportunity to add keywords, used by the indexing and abstracting services, in addition to those already present in the title. Judicious use of keywords may increase the ease with which interested parties can locate our article.

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1. INTRODUCTION

Business healthcare initiatives in Tertiary, Tribal, and Rural (3T) areas are essential for addressing healthcare disparities and improving the well-being of underserved populations. These areas often lack adequate healthcare infrastructure and face numerous challenges in accessing quality medical services (Coomber & Louise Barriball, 2007; Hebert & Benbasat, 1994). By establishing healthcare facilities and services in 3T regions, business healthcare initiatives play a crucial role in enhancing accessibility and equity in healthcare. These initiatives bring medical care closer to communities that have historically been marginalized, ensuring that residents have access to essential healthcare services without having to travel long distances or incur significant financial burdens. Moreover, business healthcare interventions in 3T areas contribute to improving health outcomes among the population (Dougherty & Conway, 2008; Qin et al., 2022). In regions where access to healthcare is limited, individuals often face higher rates of preventable diseases and health conditions due to inadequate medical care and health education (Johnston et al., 2019; Khatri & Assefa, 2022). Business healthcare initiatives focus on addressing prevalent health issues through preventive care, health education programs, and the provision of essential medical services (Sciences et al., 2019; Sharma, 2021). By promoting wellness and addressing underlying health determinants, these initiatives help mitigate

the burden of disease and improve overall health outcomes in 3T areas (Abdulkadri et al., 2021). Furthermore, investing in healthcare infrastructure and services in 3T areas can have significant economic benefits (Cardona et al., 2021; Feng et al., 2023; Yin et al., 2018). By creating job opportunities, stimulating local economies, and attracting investments, business healthcare initiatives contribute to the socioeconomic development of these regions (Rogerson, 2018; Ullah et al., 2021). Improved health outcomes resulting from increased access to quality healthcare also lead to higher productivity and lower healthcare costs associated with preventable illnesses (Galvani et al., 2020; Sciences et al., 2018). This, in turn, alleviates the financial strain on households and fosters economic prosperity in 3T areas, contributing to overall development and well-being.

RSUD Raja Ahmad Tabib, initially designated as a Non-Educational Class B Hospital since February 29, 2012 (soft opening), serves as a referral hospital for districts and cities across the Riau Islands Province. However, in 2021, its status was upgraded to a Class B Educational Hospital. Subsequently, in November 2021, the Ministry of Health appointed RSUD Raja Ahmad Tabib as a referral hospital for vascular surgery, particularly open-heart surgery. Here, we conducted preliminary observations and analyzed secondary data on the number of outpatient visits over the past three years. In 2019, there were 60,076 patient visits, but there was a significant decline in 2020 and 2021, with only 6,436 and 6,763 visits, respectively. The primary complaint from patients was employee indiscipline, which directly impacts patient experiences, creating an unfavorable atmosphere, detrimental to the hospital's image in the eyes of the public. The implementation of a SWOT analysis is one approach to determining the appropriate strategies for the hospital. SWOT analysis is utilized to formulate strategies aimed at achieving future success within the international environment. Consequently, RSUD Raja Ahmad Tabib can become a more sought-after and trusted healthcare provider in delivering quality healthcare services.

2. METHODOLOGY

SWOT analysis entails a systematic evaluation of a company's internal strengths and weaknesses, as well as the external opportunities and threats it faces. Serving as a strategic planning tool, SWOT analysis aims to formulate and implement strategies conducive to achieving the company's objectives (Gu et al., 2013; Li et al., 2010). SWOT analysis as a methodical identification of factors for formulating company strategies. This process involves analyzing the interaction between internal elements, such as strengths and weaknesses, and external factors, such as opportunities and threats. Typically, strategic focus revolves around leveraging opportunities and strengths (O and S) to develop long-term plans by addressing or mitigating threats and weaknesses (T and W). Nevertheless, SWOT analysis also yields short-term improvement plans (Gupta & Mishra, 2016; Prokešová et al., 2022).

The significance of SWOT analysis in the context of the Business Strategy Analysis of Regional Public Service Agencies at Raja Ahmad Tabib Regional Hospital in the Riau Islands Province cannot be overstated. SWOT analysis serves as a pivotal tool in assessing the hospital's internal strengths and weaknesses, as well as external opportunities and threats, thereby facilitating the formulation of effective business strategies (Phadermrod et al., 2014; Vladoš, 2019). Firstly, SWOT analysis enables a comprehensive examination of the hospital's internal capabilities and limitations. By identifying its strengths, such as specialized medical services or state-of-the-art facilities, the hospital can leverage these advantages to enhance its competitive edge and attract more patients. Similarly, recognizing weaknesses, such as inefficiencies in administrative processes or staff shortages, allows the hospital to address these issues and improve overall performance.

Secondly, SWOT analysis helps the hospital to identify external opportunities and threats within its operating environment. Opportunities, such as advancements in medical technology or changes in healthcare regulations, can be capitalized on to expand services or improve patient care. (Nazarko et al., 2017) Conversely, threats, such as increased competition from neighboring hospitals or changes in government healthcare funding, must be carefully managed to mitigate potential risks. Furthermore, SWOT analysis provides valuable insights into the hospital's strategic positioning within the healthcare landscape of the Riau Islands Province. By understanding its

strengths and opportunities relative to competitors, the hospital can develop targeted strategies to capitalize on its unique strengths and differentiate itself in the market. Similarly, by addressing weaknesses and threats, the hospital can safeguard its position and adapt to changing market conditions effectively. Moreover, SWOT analysis facilitates the development of strategic initiatives aligned with the hospital's long-term objectives. By prioritizing strategic goals based on the analysis of internal and external factors, the hospital can allocate resources efficiently and focus efforts on areas with the highest potential for impact. This strategic alignment ensures that the hospital's business strategies are coherent, feasible, and conducive to achieving its overarching mission and vision (Lukianov et al., 2020).

SWOT analysis plays a fundamental role in the Business Strategy Analysis of Regional Public Service Agencies at Raja Ahmad Tabib Regional Hospital in the Riau Islands Province. By providing a structured framework for assessing internal capabilities, external factors, and strategic positioning (Fontana et al., 2003; Miura et al., 2021), SWOT analysis enables the hospital to develop informed and effective business strategies tailored to its unique context. As the hospital seeks to navigate the complexities of the healthcare landscape and fulfill its mandate of providing quality healthcare services to the community, SWOT analysis serves as an indispensable tool for strategic decision-making and organizational success. (Askari et al., 2022; Grillini et al., 2022) To formulate a complete mathematical equation for SWOT analysis, we can use a weighted scoring approach to quantify each component. Let's denote the strengths, weaknesses, opportunities, and threats as S (strength score), W (weakness score), O (opportunity score), and T (threat score) respectively. Additionally, we assign weights W_s, W_w, W_o, W_T to each component to reflect their relative importance. Then, the overall SWOT score can be calculated as follows:

$$SWOT_{score} = (W_s \times S) + (W_w \times W) + (W_o \times O) - (W_T \times T) \quad (1)$$

3. RESULTS AND DISCUSSIONS

In conducting a SWOT analysis, organizations delve into both internal and external factors to gain a comprehensive understanding of their current position and future prospects. Internal factors, encompassing strengths and weaknesses, offer insights into the organization's inherent capabilities and limitations. Strengths highlight areas where the organization excels, such as unique resources, valuable expertise, or advantageous market positioning. On the other hand, weaknesses expose vulnerabilities or deficiencies that may hinder performance or competitiveness, such as operational inefficiencies, limited resources, or outdated technology.

External factors, comprising opportunities and threats, stem from the broader business environment beyond the organization's control. Opportunities signify favorable circumstances or trends that the organization can capitalize on to achieve its objectives. These could include emerging markets, technological advancements, or changing consumer preferences. In contrast, threats represent external challenges or risks that may impede progress or jeopardize success, such as intense competition, regulatory changes, or economic downturns.

Table 1 visually represents the interplay between these internal and external factors, underscoring their significance in shaping the organization's strategic decisions and future trajectory. By systematically analyzing these factors, organizations can develop actionable strategies to leverage strengths, address weaknesses, seize opportunities, and mitigate threats, thereby enhancing their competitive advantage and driving sustainable growth.

Figure 1. Illustration depicting the relationship between internal and external factors in a SWOT analysis.

Category	Count	Factor
Government Hospital with Type B Education	1	Strengths
Availability of Specialist Doctors	1	Strengths
Regional Referral Hospital with Full Accreditation	1	Strengths
Strong Support from the Local Government for Infrastructure Development	1	Strengths
Need for Improved Doctor Punctuality	1	Weaknesses
Geographical Disadvantage of Being Located in an Archipelago	1	Weaknesses
Resistance to Change and Technological Advancements	1	Weaknesses
Relatively Low Work Skills of Employees	1	Weaknesses
Increasing Public Confidence and Demand for Hospital Services	1	Opportunities
Full Support and Attention from the Local Government	1	Opportunities
Decentralization Policy in Healthcare Services Supported by the Ministry of Health	1	Opportunities
Sole Largest Hospital in Tanjungpinang City	1	Opportunities
Proximity to Foreign Countries (Malaysia and Singapore)	1	Threats
Public Perception of Subpar Hospital Services	1	Threats
Rapid Officer Rotations Internally and Externally	1	Threats
Changing Policies from the National Health Insurance (BPJS)	1	Threats

Discussion

Raja Ahmad Tabib Hospital stands as a beacon of healthcare excellence within the Riau Islands, boasting several strengths that underline its pivotal role in the region's medical landscape. Firstly, its designation as an educational hospital marks a significant milestone, signifying not only its commitment to healthcare but also its role in nurturing the next generation of medical professionals. This status not only enhances the quality of healthcare education but also ensures a continuous influx of fresh perspectives and ideas into the institution. Moreover, the hospital's accessibility to specialist doctors ensures that patients receive specialized care promptly, contributing to overall patient satisfaction and well-being. Additionally, as a regional referral hospital with full accreditation, it is poised to introduce specialized services, further solidifying its position as a leading healthcare provider in the region.

However, despite its strengths, Raja Ahmad Tabib Hospital grapples with certain weaknesses that impede its ability to fully realize its potential. One notable weakness is the need for improved doctor punctuality, as delays can not only inconvenience patients but also erode trust in the hospital's services. Geographical disadvantages, such as being located in an archipelago, also pose challenges, as patients from various districts face logistical hurdles in accessing the hospital. Furthermore, resistance to change and technological advancements coupled with relatively low employee skill levels hinder the hospital's adaptability and efficiency in service delivery. Nevertheless, amidst these challenges, Raja Ahmad Tabib Hospital remains poised to capitalize on emerging opportunities that could propel it to greater heights. Increasing public confidence and demand for hospital services signal a positive trajectory, presenting opportunities for expansion and service enhancement. Moreover, full support from the local government and favorable decentralization policies in healthcare services provide avenues for development funding and support, facilitating workforce skill enhancement and infrastructure development. Additionally, as the largest hospital in Tanjungpinang City, the institution enjoys public trust and modern facilities, positioning itself as a key player in the region's healthcare sector.

Despite its strengths and opportunities, Raja Ahmad Tabib Hospital must remain vigilant against looming threats that could undermine its progress. Proximity to foreign countries like Malaysia and Singapore poses a significant threat, as patients may opt for medical services abroad, drawn by perceived higher quality and ease of access. Moreover, negative public perceptions regarding service quality and infrastructure maintenance could tarnish the hospital's reputation and lead to a loss of clientele. Rapid officer rotations internally and externally also pose challenges, disrupting policy implementation and hindering operational efficiency. Additionally, changing policies from national health insurance providers like BPJS could disrupt hospital operations, leading to patient registration delays and overcrowding.

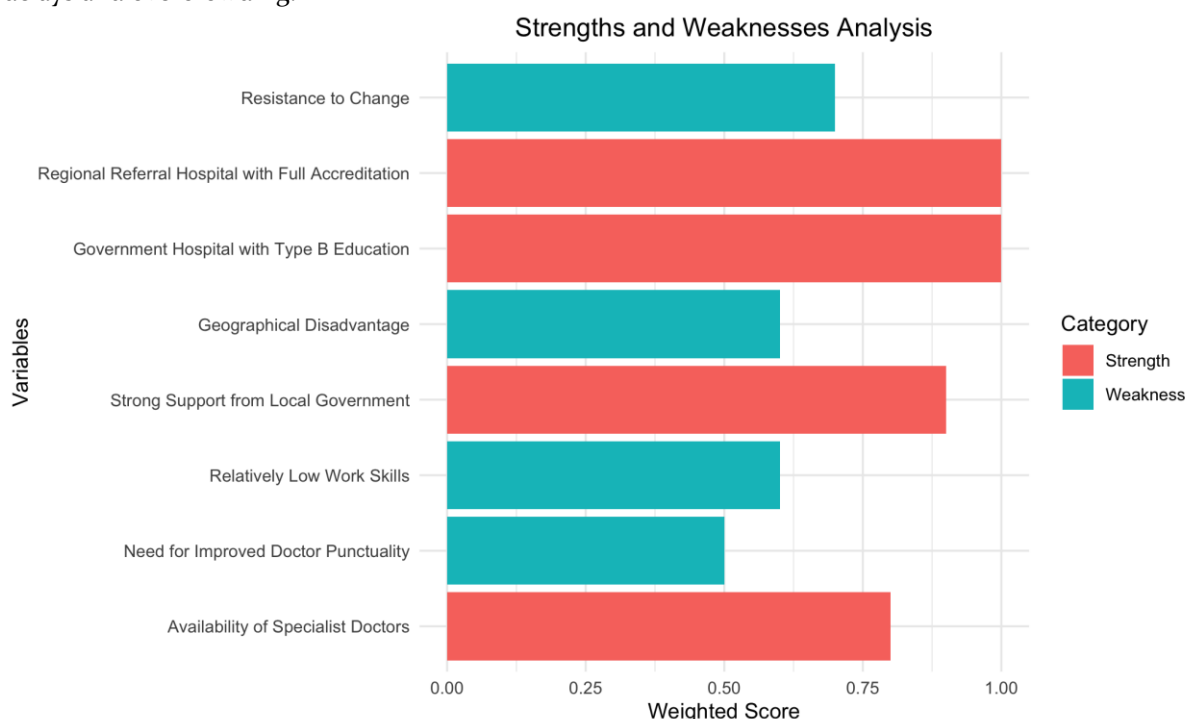


Figure 1. The weighted scores for strengths and weaknesses of Raja Ahmad Tabib Hospital.

Figure 1 shows present a comparison of the weighted scores of strengths and weaknesses for Raja Ahmad Tabib Hospital. The variables are listed on the y-axis, while the weighted scores are represented by the length of the bars. The bars are divided into two categories: strengths and weaknesses, distinguished by different colors. Looking at the strengths section, the bars indicate that the hospital has several notable strengths, including being a government hospital with Type B education, availability of specialist doctors, regional referral hospital status with full accreditation, and strong support from the local government for infrastructure development. These strengths are represented by relatively longer bars, indicating higher weighted scores, which signify the positive impact of these factors on the hospital's performance and reputation.

On the other hand, the weaknesses section illustrates areas where the hospital faces challenges. Weaknesses such as the need for improved doctor punctuality, geographical disadvantages of being in an archipelago, resistance to change, and relatively low work skills of employees are depicted by shorter bars, indicating lower weighted scores. These weaknesses highlight areas where the hospital may need to focus on improvement to enhance its overall effectiveness and efficiency in delivering healthcare services.

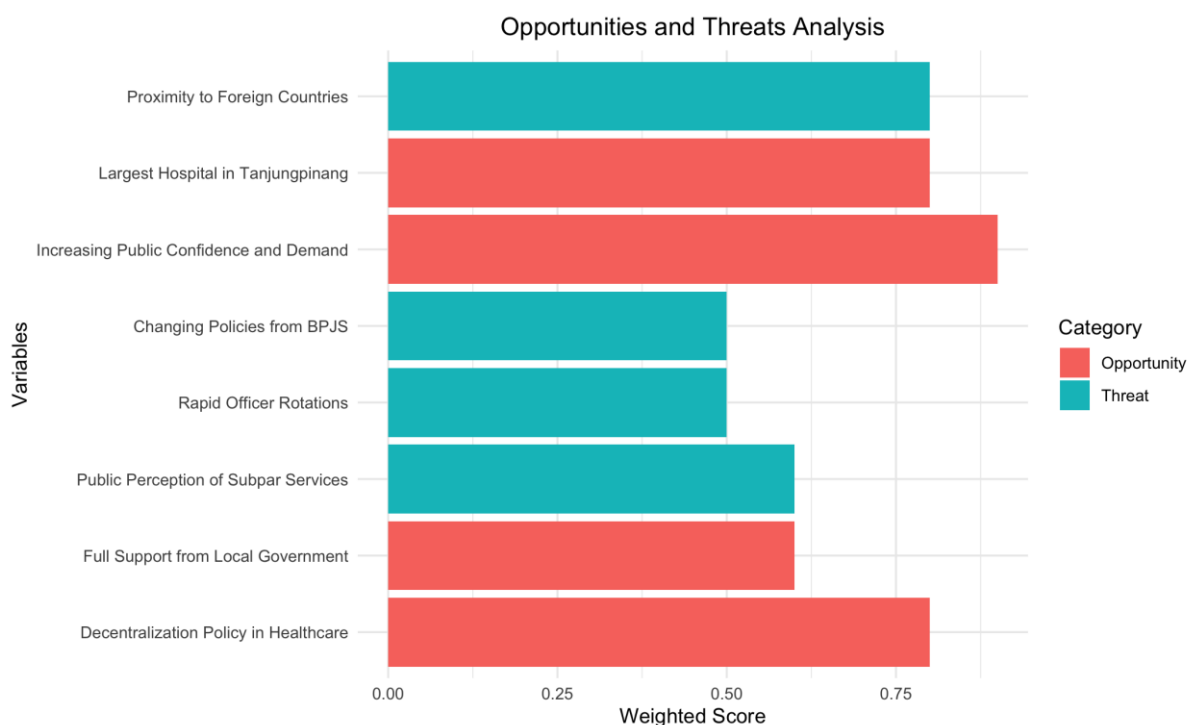


Figure 2. The weighted scores for Opportunities and Threats of Raja Ahmad Tabib Hospital.

The figure 2 illustrates a comparative analysis of the weighted scores for opportunities and threats faced by Raja Ahmad Tabib Hospital in its external environment. Variables representing opportunities and threats are depicted by longer and shorter bars, respectively, providing insights into the external factors influencing the hospital's strategic outlook. Looking at the opportunities section, the longer bars indicate factors such as increasing public confidence and demand for hospital services, full support from the local government, decentralization policies in healthcare, and the hospital being the largest in Tanjungpinang City. These factors are scored relatively higher, suggesting significant potential benefits for the hospital, including enhanced reputation, increased resources, and improved service delivery capabilities.

Conversely, the threats section showcases shorter bars, indicating lower weighted scores for factors such as proximity to foreign countries (Malaysia and Singapore), negative public perceptions of hospital services, rapid officer rotations internally and externally, and changing policies from the national health insurance provider (BPJS). These threats represent challenges that the hospital must address to mitigate potential risks to its operations, reputation, and financial stability. By identifying and understanding these opportunities and threats, the hospital can develop proactive strategies to capitalize on favorable conditions and effectively manage potential risks, ultimately ensuring its long-term success and sustainability.

Managerial Implications

The SWOT analysis of Raja Ahmad Tabib Hospital offers critical managerial insights that can inform strategic decision-making and operational planning. By identifying and capitalizing on its strengths, such as its status as an educational hospital and the availability of specialist doctors, the hospital can enhance its reputation and service quality. Leveraging these strengths through targeted investments in educational programs and specialized services can further solidify its position as a leading healthcare provider in the region. Also, addressing identified weaknesses is paramount for improving overall efficiency and effectiveness. Initiatives aimed at improving doctor punctuality, overcoming geographical disadvantages, and enhancing employee skill levels are essential for mitigating

operational challenges. By implementing better scheduling systems, providing training programs, and adopting innovative technologies, the hospital can streamline operations and enhance service delivery. Moreover, seizing emerging opportunities is key to sustainable growth and development. The increasing public confidence, full governmental support, and decentralization policies in healthcare present avenues for expansion and service enhancement. By actively pursuing these opportunities, such as expanding services to meet growing demand and seeking additional funding and support from the government, the hospital can strengthen its competitive advantage and better serve the community. Proactive measures, such as improving service quality to counteract negative perceptions and advocating for stable healthcare policies at the national level, can help mitigate risks associated with proximity to foreign countries and changing regulatory environments. Through strategic planning and risk management, Raja Ahmad Tabib Hospital can navigate the complexities of the healthcare landscape and continue to provide quality care to its patients.

4. Conclusion

In conclusion, the analysis underscores RSUD Raja Ahmad Tabib's strides in bolstering its competitive edge through strategic leveraging of its inherent strengths. Serving as an educational hub, the hospital not only enhances service delivery but also cultivates innovation within the healthcare landscape. Additionally, its proactive approach in maximizing specialist services and its role as a pivotal referral center contribute significantly to meeting the diverse healthcare demands of the populace. Moreover, the unwavering support from the local government provides a solid foundation for infrastructural enhancements and overall healthcare augmentation. Positioned within the first quadrant of the SWOT analysis, RSUD Raja Ahmad Tabib demonstrates robust internal capabilities poised to harness prevailing opportunities. This positioning signifies the hospital's readiness to capitalize on emerging prospects effectively. By capitalizing on its internal strengths while effectively responding to external opportunities, RSUD Raja Ahmad Tabib is primed for sustained growth and development. This strategic alignment ensures continued enhancement of service quality, bolstering of competitive prowess, and broadening of service outreach to better serve the community. In essence, RSUD Raja Ahmad Tabib stands poised for a promising trajectory forward. Through strategic foresight and adept maneuvering of internal strengths and external opportunities, the hospital is poised to ascend as a beacon of excellence in healthcare provision. By staying attuned to evolving trends and nurturing collaborative partnerships, RSUD Raja Ahmad Tabib is well-positioned to make enduring contributions to community well-being and healthcare advancement.

Competing Interests

The authors declare no competing interests.

Data availability

The source code and the material and findings data of this study are openly available in full access by corresponding author

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Declaration of Competing Interest

The authors declare that they have no known competing financial interests or personal relationships that could have appeared to influence the work reported in this paper.

Author Contribution

M.S.H. conceived the research and constructed the experimental design. M.S.H., M.E.S., F.M., and P managed the project. M.S.H analyzed the data. M.S.H., and P participated in the verification and interpretation of data. M.S.H wrote the manuscript. M.S.H and P the manuscript. All the authors read and approved the final manuscript.

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