



## Strategic Planning of Dental and Oral Hospital Andalas University

Raissa Febrina<sup>1</sup>, Rizanda Machmud<sup>1</sup>, Febrian<sup>1</sup>

<sup>1</sup>Master of Public Health Study Program, Faculty of Medicine, Andalas University

\*Corresponding Author: [febrinaraisa2612@gmail.com](mailto:febrinaraisa2612@gmail.com)



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### Abstract

*This study aims to formulate a strategic planning for the Dental and Oral Hospital of Andalas University for 2025 - 2029. This study involved 19 informants with a data collection process through in-depth interviews with each selected informant and supported by document reviews and observations. The analysis technique used was qualitative using EFE Matrix (External Factor Evaluation), IFE (Internal Factor Evaluation) Matrix, IE (Internal External) Matrix, Grand Strategy Matrix, and QSPM to formulate appropriate and implementable strategies in the development of RSGM Universitas Andalas. Based on the results of the assessment of factors from the external and internal environments using the EFE matrix and IFE matrix, it is known that RSGM Universitas Andalas has an internal condition that is classified as moderate (total IFE score = 2.12), and has great opportunities from the external environment (total EFE score = 3.24). Based on the difference in scores between strengths and weaknesses in the IFE matrix, and the difference in scores between opportunities and threats in the EFE matrix, the coordinate points in the grand strategy matrix are (x = 0.76, y = 2.4). The results of the analysis found that the current position of the RSGM Universitas Andalas organization based on the Internal - External (IE) matrix is in cell II or the grow and build position and based on the grand strategy matrix is in quadrant I, so it can be concluded that this organization has the potential to grow and develop in the future. The main strategies recommended are separation of management, product development, market penetration, market development, and horizontal integration.*

## Introduction

Andalas University Dental and Oral Hospital (RSGM Unand) has been operating for more than five years since 2018, but has not yet managed to catch up with similar hospitals at the regional and national levels. RSGM Unand is a type B Special Hospital which also functions as a teaching hospital under the Faculty of Dentistry, Andalas University. RSGM Unand still has many problems, including the target for outpatient visits has not been achieved, inpatient and operating room services have not been running, and there are several shortcomings in medical support services that have not been running.

The number of outpatient visits at RSGM Unand decreased from 8,896 in 2022 to 6,646 patients in 2023, so that the target of 10,000 patients for 2023 was not achieved. RSGM Unand has made efforts to increase the number of outpatient visits by establishing an executive polyclinic in 2022, but the number of visits still does not show an increase. This shows that RSGM Unand cannot yet become the hospital of choice for the community (Aulia et al., 2024).

Problems also occur in inpatient services that have not been running until now, so that the inpatient performance target for 2023 of 20% has not been achieved. According to Putra (2024), likewise with medical support services at RSGM Unand, some of which cannot run independently so they have to collaborate with other parties. This shows that RSGM Unand still has many limitations and shortcomings in services that should have been the standard for a Special Dental and Oral Hospital according to Government Regulation No. 47 of 2021 concerning the Implementation of the Hospital Sector (Susetiyono & Iftitah, 2021). The revenue growth of RSGM Unand is also still relatively small so that it has difficulty in meeting operational needs so that it cannot be independent in financing the operation of its hospital (Amos et al., 2021).

Efforts to overcome the problems that occur at RSGM Unand have been made, but have not shown significant changes from year to year (Rahmasari et al., 2023). RSGM Unand is also faced with global competition with various situations and competitions, including in the implementation of national health insurance, digital hospitals, and national accreditation, where all hospitals in Indonesia must continue to improve themselves in order to remain the hospital of choice for people who need health services (Handayani, 2020). The existence of regulatory changes is also a challenge for the implementation of health services so that hospitals are required to be more proactive and always think of ways to adapt to the environment in order to survive the existing situation (Rahmadani, 2023). Therefore, more comprehensive efforts and strategies are needed through the formulation of a strategic plan for RSGM Universitas Andalas in order to achieve the vision that has been set and ensure the sustainability of its organization.

RSGM Unand already has a strategic plan document, but still has several weaknesses, including the creation of a strategic plan only done simply by two management team members without involving hospital stakeholders and not going through stages in accordance with the strategy formulation concept (Zia, 2018). SWOT identification was carried out without going through a comprehensive situation analysis and was not accompanied by scientific evidence, and there was no further analysis using a matrix in formulating alternative strategies and making strategic decisions (Mahfud, 2019). Thus, the current strategic plan cannot describe the positioning of RSGM Unand so that the hospital does not have clear guidelines and directions in determining strategies and preparing program plans that will be carried out for RSGM Unand in the future.

The current immature planning conditions will have a long-term impact on RSGM Unand, where the hospital will be overwhelmed in dealing with emerging problems, can experience losses due to unpreparedness, and become less realistic in seeing organizational conditions so that it will be difficult at the execution stage (Nurhapna, 2014). Therefore, through this study, RSGM Unand strategic planning will be carried out based on the concept of strategy formulation by David (2017) in order to produce a comprehensive and implementable strategic plan for RSGM Unand.

This concept has three stages, namely the input stage to analyze the internal and external environment of the hospital, then analyze the position of the hospital organization at the matching stage to formulate alternative strategies and at the decision stage the selected strategy will be determined to be implemented (Fadli, 2021). Through the formulation of this strategic plan, it will help RSGM Unand to identify long-term goals and know the position of its organization and provide the right direction and strategy to achieve it.

## Methods

This study uses a qualitative method with a problem-solving approach through descriptive analysis, followed by analysis based on the stages of strategy formulation using the EFE & IFE matrix, IE matrix, grand strategy matrix and QSPM in formulating the RSGM Universitas

Andalas strategic plan. The research was conducted at the Dental and Oral Hospital of Andalas University Padang. The research activities were carried out in March - September 2024. The selection of informants in this study used the purposive sampling method, where the selected informants were considered to know the problems studied broadly and deeply, and were honest. The informants used included the director, Head of Medical and Nursing Services, Head of General Affairs and Resources, Head of Medical and Non-Medical Support, Head of IT, Head of IPSRS, General Affairs and Medical Personnel, health workers, patients, Head of Finance of FKG Unand, Vice Dean of FKG Unand, Dean of FKG Unand, and the Chancellor of Andalas University. The data used in this study are primary data and secondary data. The data collection techniques used are in-depth interviews, observation, and document review. The efforts made by researchers in formulating the right strategy for RSGM Unand are through external factor analysis which includes geographical, demographic, economic, policy, customer, technology and competitor hospital conditions which are opportunities or threats. Researchers also conducted internal environmental analysis which includes organization and management, human resources, finance, facilities and infrastructure, types of services, information systems, and academies which are the strengths or weaknesses of RSGM Unand. The tools used in this input stage are the EFE Matrix (External Factor Evaluation) and the IFE Matrix (Internal Factor Evaluation). In the second stage, namely the matching stage, researchers identify the positioning of RSGM Unand and formulate alternative strategies based on the hospital position map on the IE matrix and the grand strategy matrix. The third stage is continued with the decision making stage, namely determining the selected strategy to be used by RSGM Unand using QSPM (Quantitative Strategic Planning Matrix).

## Result and Discussion

This research was conducted at the Dental and Oral Hospital of Andalas University (RSGM Unand) from March-September 2024. The research process began with the collection of primary and secondary data. Primary data were obtained from the results of in-depth interviews with 19 informants and secondary data were obtained based on data from the Padang City Central Statistics Agency, data from the Padang City Health Office and internal report data from RSGM Andalas University in the last three years, namely data from 2021 to 2023. A description of the characteristics of the informants used in the in-depth interviews is shown in Table 1 below:

Table 1. Distribution of Respondent Characteristics at RSGM Andalas University

No	Informant Code	Gender	Origin
1.	Informant (IF 1)	L	RSGM Management
2.	Informant (IF 2)	P	RSGM Management
3.	Informant (IF 3)	L	RSGM Management
4.	Informant (IF 4)	L	RSGM Management
5.	Informant (IF 5)	P	Medical personnel
6.	Informant (IF 6)	P	Medical personnel
7.	Informant (IF 7)	P	Medical personnel
8.	Informant (IF 8)	P	Health workers
9.	Informant (IF 9)	P	Health workers
10.	Informant (IF 10)	L	Non-Health Workers
11.	Informant (IF 11)	L	Non-Health Workers
12.	Informant (IF 12)	L	Non-Health Workers
13.	Informant (IF 13)	P	Customer
14.	Informant (IF 14)	P	Customer
15.	Informant (IF 15)	L	Customer

16.	Informant (IF 16)	P	FKG Management
17.	Informant (IF 17)	L	FKG Management
18.	Informant (IF 18)	P	FKG Management
19.	Informant (IF 19)	L	Rector of Unand

Researchers conduct processing and analysis of primary and secondary data to obtain external and internal factors that will be used as key success factors in the strategic planning formulation stage. According to Subagia (2024), each stage is carried out through the Consensus Decision Making Group (CDMG) process in decision making.

## **External Environment Analysis**

### ***Geography***

The location of RSGM Unand is on Jl. Perintis Kemerdekaan, Jati Baru, Padang Timur District, Padang City. This location is the main access road passed by public transportation, making it easily accessible to customers. The surrounding area is surrounded by residential areas, schools, and offices. This strategic location was agreed as an opportunity for the hospital to develop in the next 5 years. RSGM Unand is also quite close to several type C General Hospitals, such as RSU Yos Sudarso (0.5 km), RSU Bhayangkara (0.6 km), and RSU Aisyiah (1.6 km). This condition is considered advantageous for RSGM as a type B Hospital so that referral patients can easily go to RSGM Unand.

### ***Demographic***

The population of Padang City in the last three years, namely 2021-2023, has grown by an average of 1.22% per year. Based on these figures, it can be projected that the population of Padang City in 2029 will reach 1,014,101 people. An increase in population can lead to an increase in social and health problems, including dental and oral health problems which will affect the increase in demand for health services (Waskitho, 2023). This condition is an opportunity for RSGM Unand to develop and improve its services in the next 5 years.

### ***Economy***

The GRDP value of Padang City in 2021-2023 experienced an increasing trend with an average of 4.16% per year. Based on this figure, it is projected that the GRDP of Padang City based on current values will reach IDR101,786,367,000,000 in 2029 with a GRDP per capita of IDR100,371,052/year. GRDP per capita is the average income of individuals which is often interpreted as an indicator of welfare. According to data from the Central Statistics Agency (BPS), Padang City is one of the cities in West Sumatra that still has a poor population with a percentage of 4.17% in 2023, but this figure is still below the national average percentage of poor people of 9.36%.

### ***Policy***

The policies issued by the government related to the implementation of hospitals have been implemented by RSGM Unand in providing health services to the community, but RSGM Unand has not yet collaborated with BPJS so that it has not been able to implement the JKN program. This condition is an obstacle for RSGM Unand in terms of patient visits because the majority of the Indonesian population are BPJS participants so they tend to choose to seek treatment at health service facilities that collaborate with BPJS, so the number of visits to RSGM Unand is still relatively low.

### ***Customer***

The number of outpatient visits to RSGM Unand patients still fluctuates every year, but the number of visits by old patients tends to be higher than the number of new patients, so it is

known that customer retention at RSGM Unand is relatively high, which is an opportunity. This is supported by the results of a patient satisfaction survey of 92% in 2023 and from the results of assessments and reviews via Google Review 4.8/5.0 from a total of 37 assessments. Patient visits at RSGM Unand average  $\pm 90-95\%$  come from patients brought directly by co-ass and only  $\pm 5-10\%$  of patients come by themselves. This condition is still a threat and challenge for RSGM Unand to become the hospital of choice for the community.

### ***Suppliers***

RSGM Universitas Andalas collaborates with companies to meet the needs that will support operational service activities, including PT. Cobra Dental as a supplier of dental equipment and materials and CV. Mitra as a supplier of disposable medical materials (BMHP), as well as collaborating with 6 Pharmaceutical Wholesalers (PBF) for drug procurement. The cooperative relationship between RSGM Unand and all suppliers has been going well so far. This is an opportunity for RSGM and its suppliers. However, the number of suppliers that is still limited is also a threat to RSGM Unand for future development.

### ***Technology***

Align with research from Septina (2022), the development and advancement of dental technology has contributed greatly to the quality of service in dental and oral hospitals in supporting the enforcement of disease diagnosis and treatment plans. RSGM Unand already has more of the latest and most sophisticated technology than competing hospitals, which is an opportunity for service development.

### ***Competitors***

Based on data from the Padang City Health Office, there are 27 General and Special Hospitals in Padang City. For Type B Hospitals, there are 1 General Hospital, namely Andalas University Hospital and 2 Special Dental and Oral Hospitals, namely Andalas University RSGM and Baiturrahmah University RSGM.

RSGM Unand and RSGM Baiturrahmah have almost the same type of main services, including general and specialist dental medical services. However, there are some differences in the availability of human resources and infrastructure owned. The location of the two hospitals is quite far apart, which is 9.5 km. The existence of RSGM Baiturrahmah as the only hospital of its kind is agreed as an opportunity for RSGM Unand because it only has one competing hospital in West Sumatra.

## **Internal Environmental Analysis**

### ***Organizational Structure***

RSGM Unand has a simple organizational structure when compared to the standard organizational structure of a type B hospital due to limited human resources. The organizational structure in RSGM Unand places the Hospital Director under the Dean of the Faculty. The organizational status of RSGM Unand which is still under the Faculty of Dentistry Unand is an obstacle in the management and development of the hospital because all decisions and authorities are not directly with the director, but must go through the faculty leadership, making it difficult in terms of bureaucracy related to the implementation of activities at RSGM Unand.

### ***Management Functions***

In the management of RSGM Unand, the planning that has been carried out by management is related to operational planning. The organizing function in the management of RSGM Unand involves the arrangement and grouping of resources, activities, and responsibilities to achieve the goals that have been set efficiently. For the directive function in the management of RSGM,

it has been carried out by providing guidance, motivation, and supervision to staff to achieve organizational goals effectively and efficiently.

The management function that has not been implemented properly is the control function (Hariyati, 2018). RSGM Unand has not carried out routine monitoring and evaluation activities on the implementation of all hospital activities, so that every problem or obstacle that occurs in the hospital is often resolved individually if there is a report from each unit.

### ***Human Resources***

The human resources owned by RSGM Unand when viewed from the type of workforce based on PP. 47/2021 have met the standards. RSGM Unand has complete specialist dentists and has superior human resources who will support the development of superior services. However, RSGM still experiences a shortage in terms of the number of personnel and has an impact on the placement of human resources at RSGM Unand, some of which are still not in accordance with the qualifications.

### ***Facilities and Infrastructure***

According to the data obtained by the researcher, the buildings and infrastructure already available at RSGM Unand are 18 (81%) of the total 22 standards that must be in PP. 47/2021. RSGM Unand does not yet have a laboratory room, blood bank, food management room and corpse transit room, so services that require these rooms cannot yet operate. The problems faced by management related to the lack of space for services at RSGM Unand are influenced by the limited land owned, because the hospital building comes from a lecture building that is used as a hospital.

The availability of tools and materials in each room has also not been met properly so that it becomes an obstacle for doctors and dentists in providing optimal service to all customers and this will be a weakness for RSGM Unand. On the other hand, RSGM Unand excels in supporting equipment in the field of dental radiology. RSGM Unand has the most complete radiology equipment and is the only hospital that has CBCT-scan in West Sumatra so that this is a strength for RSGM Unand for the development of future services.

### ***Type of Service***

The types of services that RSGM Unand already has in accordance with the standards of a special hospital class type B based on PP No. 47 of 2021 are general and specialist medical services, nursing and midwifery services, and pharmaceutical services. Meanwhile, in terms of supporting services, RSGM Unand does not yet have laboratory services, blood services and nutrition services. The limitations of services that have not been able to run are due to the lack of facilities and infrastructure and human resources owned by RSGM Unand.

The medical services that have been operating optimally at RSGM Unand are outpatient services with 7 polyclinics and one executive polyclinic. Services at RSGM are carried out by young dentists, general dentists and specialist dentists. Every service at RSGM Unand is carried out based on the established Standard Operating Procedure (Jayanti et al., 2021). The actions and cases that can be given by RSGM Unand also vary in each specialization. The most cases at RSGM Unand are in the dental conservation polyclinic, which is 25-30% of the total cases.

### ***Finance***

The current source of income for RSGM Unand comes from outpatients and radiology. Based on the development of RSGM Unand's income in the last three years. The average income of RSGM Unand per year has begun to increase every year but still cannot cover operational costs.

Financial management of RSGM Unand is still under the Faculty of Dentistry Unand. The budget for RSGM is determined by the faculty every year. Purchase of disposable medical equipment and materials, maintenance and financing of all RSGM operations are carried out by the faculty. RSGM Unand does not yet have its own financial report that can describe its financial condition.

### ***Marketing***

Marketing activities that have been running at RSGM Unand are in the form of promotional efforts through electronic media such as websites, social media Instagram and WhatsApp. RSGM Unand has also tried to participate in every activity related to dental and oral health day as one of the promotional efforts, through free dental examinations and actions for the community and opening teledentistry services during National Dental Health Month and World Oral Health Day (WOHD).

Marketing activities that do not yet exist at RSGM Unand are educational-based promotional activities, namely through seminars or webinars. This activity is one of the promotional efforts that will also provide benefits for the hospital in increasing the amount of income (Widada et al., 2017). RSGM Unand has not been able to maximize its marketing activities because it does not yet have a special team or person in charge to manage and implement marketing activities.

### ***Information Systems***

RSGM Unand uses the Hospital Management Information System – Generic Open Source (SIMRS GOS) which is an information system owned by the Indonesian Ministry of Health. The RSGM Unand information system has been integrated into all units and is managed by personnel with a background in Information Technology. This condition is a strength for RSGM Unand for future development (Jacobus et al., 2022).

### ***Education / Academic***

RSGM Unand is also a teaching hospital for co-ass students who are undergoing a dental profession program. Students can provide general dental services with simple cases under the supervision of clinical educators who serve as doctors in charge of services (DPJP). The availability of dental units at RSGM Unand is sufficient to support professional education activities with a ratio of 1:2.5 to the number of students. This is a strength for RSGM Unand for professional students to complete their education on time. However, the ratio between the number of DPJP and professional program students is 1:7.

Align with research from Ginting & Fentiana (2022), this ratio does not meet the requirements of a teaching hospital that prioritizes patient safety. The ideal ratio in implementing supervision for professional programs is 1:5. RSGM Unand needs to increase the number of DPJP and improve the competence and education of its human resources, such as encouraging internship programs, educational scholarships and training or workshops that can strengthen the competence of all the resources owned by the hospital (Yanto et al., 2024).

### ***RSGM Unand Strategy Formulation***

Based on the external and internal key success factors that have been identified and agreed to be opportunities, threats, strengths, and weaknesses for RSGM Unand, the next step is to provide an assessment by determining the weight and scale of each factor using the EFE and IFE matrices. The combination of the EFE matrix and the IFE matrix will create a number of strategic references that can certainly be used to help develop RSGM Unand within a certain period of time. To identify external factors, a rating and weighting of importance are given. The results of the EFE (External Factor Evaluation) matrix score can be seen in table 2 and the results of the IFE (Internal Factor Evaluation) matrix score can be seen in table 3 below

Table 2. Results of EFE (External Factor Evaluation) Matrix Analysis

No	Key success factors	Weight	Rating	Score (BxR)
<b>Opportunity</b>				
1	Strategic location and easy to access	0.09	4	0.36
2	The high demand for health services along with the increasing population growth rate	0.07	4	0.28
3	The PDRB per capita of Padang City, which shows that the level of economic welfare has increased	0.06	3	0.18
4	There are many health insurances that you can work with	0.08	4	0.32
5	The existence of the JKN program policy organized by BPJS	0.07	4	0.28
6	Good cooperative relationship with suppliers	0.05	3	0.15
7	<i>Customer retention</i> high in terms of repeat visits, patient satisfaction and Google reviews	0.08	4	0.32
8	The name of Andalas University has a good image in society	0.07	3	0.21
9	The high demand for dental and oral services from various fields of general and specialist medicine	0.04	3	0.12
10	RSGM Unand has more of the latest dental technology than its competitors.	0.06	4	0.24
11	Have one competing RSGM in West Sumatra	0.09	4	0.36
		<b>0.76</b>		<b>2.82</b>
<b>Threat</b>				
1	Policies related to hospital operations often change.	0.08	2	0.16
2	The number of existing suppliers is limited	0.06	2	0.12
3	The majority of RSGM customers come from co-ass patients (5% come on their own)	0.06	1	0.06
4	Competing hospitals that have been established for a long time and are better known to the public	0.04	2	0.08
		<b>0.24</b>		<b>0.42</b>
<b>Total</b>		<b>1</b>		<b>3.24</b>

The result of the total score calculation on the External Factor Evaluation (EFE) matrix is 3.24. This value shows that RSGM Unand has a greater opportunity in developing future services. This is done by utilizing opportunities and threats, thus producing a precise and precise strategic design in the future.

Table 3. Results of IFE (Internal Factor Evaluation) Matrix Analysis

No	Key success factors	Weight	Rating	Score (BxR)
<b>Strength</b>				
1	Have complete and competent specialist dentists	0.09	4	0.36
2	Has the most complete radiology equipment in West Sumatra	0.09	4	0.36
3	Already fully accredited	0.06	3	0.18
4	Have superior human resources to support superior services	0.06	4	0.24
5	RSGM SIM has been integrated into all units	0.05	3	0.15
6	The need for dental units for services is well met	0.05	3	0.15
		<b>0.4</b>		<b>1.44</b>
<b>Weakness</b>				
1	Availability of service types does not meet standards	0.08	1	0.08
2	Buildings and infrastructure do not meet standards	0.07	1	0.07
3	The number of human resources available is still lacking	0.07	1	0.07
4	There are still some HR placements that do not match qualifications	0.04	2	0.08
5	The need for tools and materials has not been met properly	0.04	2	0.08
6	Planning and evaluation by management is not optimal	0.05	1	0.05
7	Financial and operational management is not yet independent	0.08	1	0.08
8	No financial reports	0.06	1	0.06
9	The service distribution system has not been clearly defined.	0.05	1	0.05
10	We do not yet have a special marketing team so promotional efforts are not optimal.	0.06	1	0.06
		<b>0.6</b>		<b>0.68</b>
<b>Total</b>		<b>1</b>		<b>2.12</b>

The result of the total score calculation on the Internal Factor Evaluation (IFE) matrix is 2.12. This value shows that RSGM Unand has a moderate internal condition. In the internal analysis, the main strength of RSGM Unand is that it has experienced dentists and specialists, has the most complete radiology equipment in West Sumatra, but has weaknesses related to service.

### **Matching Stage**

Analysis at the matching stage to determine the organizational position of RSGM Universitas Andalas using the Internal - External (IE) matrix and the grand strategy matrix based on the score results on the IFE and EFE matrices. The description of the results obtained can be seen in Figure 1 below:

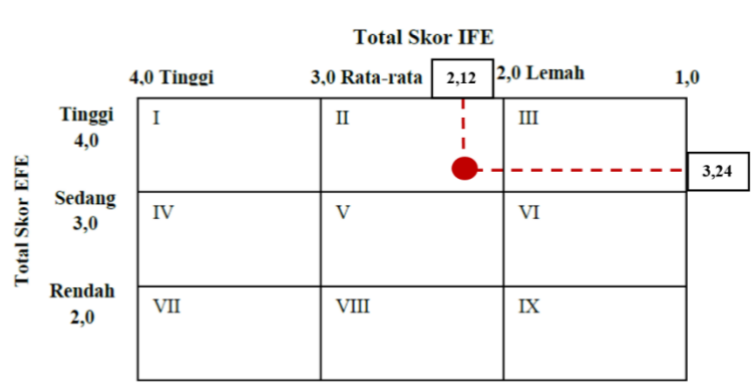


Figure 1. Position of RSGM Andalas University Based on the IE Matrix

Based on the Internal-External (IE) matrix in Figure 1, guided by the results of the IFE matrix score = 2.12 (moderate internal) and the EFE matrix score = 3.24 (strong external), it can be determined that the position of RSGM Unand is in cell II. The position in this cell illustrates that RSGM Unand is in the grow and build position. According to Kurniawan (2023), the organization is considered to have several advantages, but there are still several areas that need to be fixed and improved, and has many opportunities that can be utilized for future growth. The recommended strategies are product development, market penetration, market development, and horizontal integration (Septiano, 2020).

In the grand strategy matrix, the coordinate point values on the x and y axes are obtained from the difference in scores between strengths and weaknesses in the IFE matrix and the difference in scores between opportunities and threats in the EFE matrix (Mursidah et al., 2019). Based on the internal factors in the IFE matrix table, the total strength score is 1.44 and the total weakness score is 0.68, so the x value is 0.76. Based on the external factors in the EFE matrix table, the total opportunity score is 2.82 and the total threat score is 0.42, so the y value is 2.4. Thus the coordinate points in the grand strategy matrix are (x = 0.76, y = 2.4).

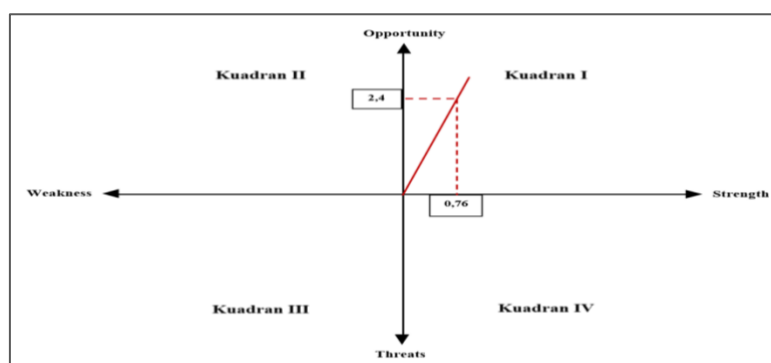


Figure 2. Position of RSGM Andalas University Based on Grand Strategy Matrix

Based on the grand strategy matrix in Figure 5.7, the position of RSGM Unand is determined to be in quadrant I. This position illustrates that RSGM Unand has greater strengths than weaknesses, supported by greater opportunities than existing threats. RSGM Unand can grow and develop by utilizing its competitive advantages. The main strategies recommended in this quadrant are market development, market penetration, product development, forward integration, horizontal integration, and backward integration.

Table 4. Alternative Strategies at the Matching Stage

<b>Internal – External (IE) Matrix (Cell II)</b>	<b>Grand Strategy Matrix (Quadrant I)</b>
Product development	Market development
Market penetration	Market penetration
Market development	Product development
Horizontal integration	Forward integration
	Horizontal integration
	Backward integration

Based on table 4, the alternative strategies at the matching stage that represent both matrices are product development, market penetration, market development, and horizontal integration.

### **Decision Stage**

Based on the position of RSGM Universitas Andalas on the Internal-External (IE) matrix and the grand strategy matrix, and adjusting to the current needs of the hospital in order to achieve its vision and organizational sustainability, the selected strategy determined using the Quantitative Strategic Planning Matrix (QSPM) for the development of RSGM Universitas Andalas for the next five years is as follows: (1) Separation of hospital and faculty management (STAS = 7.19); (2) Increasing the availability of facilities and infrastructure (STAS = 6.66); (3) Human resource addition and development (STAS = 6.61); (4) Improving the quality and quality of service (STAS = 6.53); (5) Improving service availability and developing superior services (STAS = 6.33); (6) Increasing promotional efforts to the community (STAS = 5.94); (7) Establish partnerships with companies and health insurance (STAS = 5.9); (8) Establish partnerships with other health facilities and educational institutions (STAS = 5.84). The higher the total attractiveness score or Total Attractive Score (TAS), the more attractive the strategy is and is considered the right strategy to prioritize.

### **Conclusion**

The vision that has been set isto become a trusted Dental and Oral Teaching Hospital in the Central Sumatra Region in 2029. Based on the results of the assessment of factors from the external and internal environment using the EFE matrix and IFE matrix, it is known that RSGM Universitas Andalas has an internal condition that is classified as moderate (total IFE score = 2.12), and has great opportunities from the external environment (total EFE score = 3.24).Based on the difference in scores between strengths and weaknesses in the IFE matrix, as well as the difference in scores between opportunities and threats in the EFE matrix, the coordinate points in the grand strategy matrix are (x=0.76, y=2.4).

The current organizational position of RSGM Universitas Andalas according to the results of the analysis using the Internal - External (IE) matrix is in cell II or the grow and build position and based on the grand strategy matrix it is in quadrant I, so it can be concluded that this organization has the potential to grow and develop in the future. The selected strategies recommended for implementation by RSGM Andalas University are:to separate the entities between the hospital and the faculty so that RSGM Unand can focus more on managing and developing in the future.

Continued with the strategyproduct development through pincreasing the availability of facilities and infrastructure, adding and developing human resources, increasing the availability of services and developing superior services, as well as increasing the quality and standard of service; market penetration strategy through increasing promotional efforts to the community; market development strategy through partnerships with companies and health insurance;

and carry out strategy horizontal integration through partnerships with other health facilities and educational institutions.

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