

SWOT Analysis at The Lambung Mangkurat Medical Center Clinic in Banjarbaru

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ABSTRACT

Lambung Mangkurat Medical Center (LMMC) Banjarbaru Clinic has only focused on providing health services without any evaluation of achievements. The facilities and infrastructure are inadequate to support health services. Additionally, financial governance and Human Resources (HR) management are not yet optimal. The purpose of this study is to analyze SWOT at the Lambung Mangkurat Medical Center (LMMC) Clinic as a guide for running a better and more focused. This type of research using quantitative methods with descriptive observational design. The object of this research is the LMMC Banjarbaru Clinic. This research was carried out in March 2024 at the LMMC Clinic in Banjarbaru. Quantitative analysis was obtained by SWOT (Strength, Weakness, Opportunity, Threat) analysis. Based on the results of this study there was the LMMC clinic in quadrant 1, which means this position supports an aggressive strategy where the clinic has opportunities and strengths.

Keywords: SWOT analysis, EFAS and IFAS matrix

INTRODUCTION

The public's current health needs are to obtain excellent, professional and affordable health services. As people's standard of living increases, people's demands for the desired health services also increase. Clinics providing health services not only compete with equivalent clinics but also Community Health Centers, doctor's practices, dentists practices and type D hospitals as First Level Health Facilities. So clinic needs to be able to maintain service quality to increase patient satisfaction. Improving service quality requires clinic management that supports and facilitates clinic needs in supporting excellent health services.^{1,2}

The LMMC Banjarbaru Clinic is a Primary Clinic in the Lambung Mangkurat University area since 2018 which has only focused on providing health services as a first-level health facility without any evaluation of health service achievements. Apart from that, inadequate facilities and infrastructure to support health services make the LMMC clinic less than optimal in providing services. Requests for repairs and additions to facilities and infrastructure are always submitted, but there are obstacles in disbursing funds. The clinic's financial management has not been managed well, so it is difficult to know the income and

expenses made by the clinic. Apart from that, there are not enough human resources with medical record qualifications, so that patient medical record management is not managed well.³

Patient visits to the LMMC Banjarbaru Clinic increase annually which is 1.916 in 2022 and further increased to 3.234 in 2023. Additionally, the clinic is strategically situated within the Lambung Mangkurat University area in Banjarbaru. The LMMC Banjarbaru Clinic has partnered with BPJS to enhance capitation opportunities. Furthermore, the clinic benefits from having few competitors offering similar health services and the chance to collaborate with four nearby hospitals. Nevertheless, strategic planning has been lacking since the establishment of the LMMC Banjarbaru Clinic. This is because a strategic plan has not been made yet.³

According to David, in 2009 companies that embrace strategic management concepts tend to be more profitable and successful. Such companies experience notable enhancements in sales, profits, productivity, and overall long-term financial management. Conversely, businesses that neglect strategic management tend to exhibit poor performance, potentially leading to business failures.⁴

Strategic plan is a process conducted by organizations to establish direction and make resource allocation decisions using various analysis techniques, such as SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis. This helps management grasp the internal condition and external position of the company, serving as the foundation for achieving long-term performance goals.⁵

Umniyatun, in 2018, said that she prepared a strategic plan as a guideline for running the hospital properly.³ Syahidin, in 2018 also said in his research, needed an appropriate strategic plan in facing competition; this is because the Clinic experienced a decrease in the number of visits in the period of 5 years.⁵ On this basis, researchers are interested in creating a strategic plan for the LMMC Banjarbaru Clinic as a guide for running the clinic more optimally and more focused.

METHOD

The participants in the study were all staff members of the clinic management, serving as informants, specifically the person in charge for the LMMC Banjarbaru Clinic. The focus of this study is the LMMC Banjarbaru Clinic, conducted in March 2024.

This type of research uses quantitative methods with descriptive observational design. The data collection technique involved interviews and brainstorming with all staff and clinic supervisors, as well as observations of the surrounding environment.

This research uses primary data and secondary data. Primary data was obtained by interviewing the person in charge and all LMMC Banjarbaru Clinic staff to obtain data about external (threats and opportunities) and internal (weaknesses and strengths) factors. Secondary data was obtained by reviewing clinic administration reports. Data analysis is presented in the form of quantitative SWOT and qualitative SWOT.

The research instrument utilizes interview guidelines and a SWOT research questionnaire. The procedures in this research include:

1. Analyzing the internal and external environment of the LMMC Banjarbaru Clinic.⁶
2. Developing a SWOT analysis with an examination of strengths, weaknesses, opportunities, and threats, which is the primary tool in strategic matrix planning.⁷
3. Analyzing the EFAS (External Factor Analysis Summary) and IFAS (Internal Factor Analysis Summary) matrices by totaling the values of the internal and

external factors. The weight of each factor ranges from 1 (very important) to 0 (not important). Then assigning a rating to each factor ranging from 5.0 (very good) to 1.0 (bad). Finally, calculating a value by multiplying the weight and rating.⁸

4. Determining the SWOT quadrangle using the IFAS matrix formula ($X = \text{Strength-Weakness}$) and the EFAS formula ($Y = \text{Opportunity-Threat}$).⁸
5. Establishing the clinical strategy based on the SWOT analysis.

RESULT AND DISCUSSION

The research results on the strategic plan of the LMMC Banjarbaru Clinic are outlined in the strategic plan analysis process, including external environmental analysis, internal environmental analysis, SWOT analysis, IFAS and EFAS matrix analysis, SWOT quadrant, and TOWS matrix analysis.

External environmental analysis

The LMMC Banjarbaru Clinic is owned by the Lambung Mangkurat University Institute and has only one competitor within a 1 km radius that poses a threat due to its accreditation.

The Banjarbaru City environment is situated in the northern region of South Kalimantan Province, geographically located between 114°41'22" – 114°54'25" East Longitude and 3°25'40" – 3°28'37" South Latitude. The area spans 328.83 km² and is divided into 5 sub-districts and 20 sub-districts. Banjarbaru City's elevation ranges from 0 to 500 m above sea level, with varying heights: 0–7 m (36.96%), 7-25 m (33.23%), 25-100 m (26.30%), and 100-500 m (3.51%). The city covers an area of 371.38 km² (37.130 ha), which is 3.8 times the size of Banjarmasin or half the size of Jakarta. According to BPS (Badan Pusat Statistik or Statistic Indonesia) projections, the population of Banjarbaru City in 2021 is estimated to be 258,753 people, with an uneven distribution. The majority of residents in Banjarbaru City reside in Landasan Ulin District, totaling 77,982 (30.13%) people. In contrast, the population in Liang Anggang is 45,309 (17.51%).⁹

The number of clinics in Banjarbaru in 2021 is 47, accounting for 18.57% of the total clinics in South Kalimantan. In the same year, there were 9 public hospitals in Banjarbaru, making up 20.93% of the total public hospitals in South Kalimantan. Additionally, there are 7 health service institutions in the Banjarbaru City Area.¹⁰

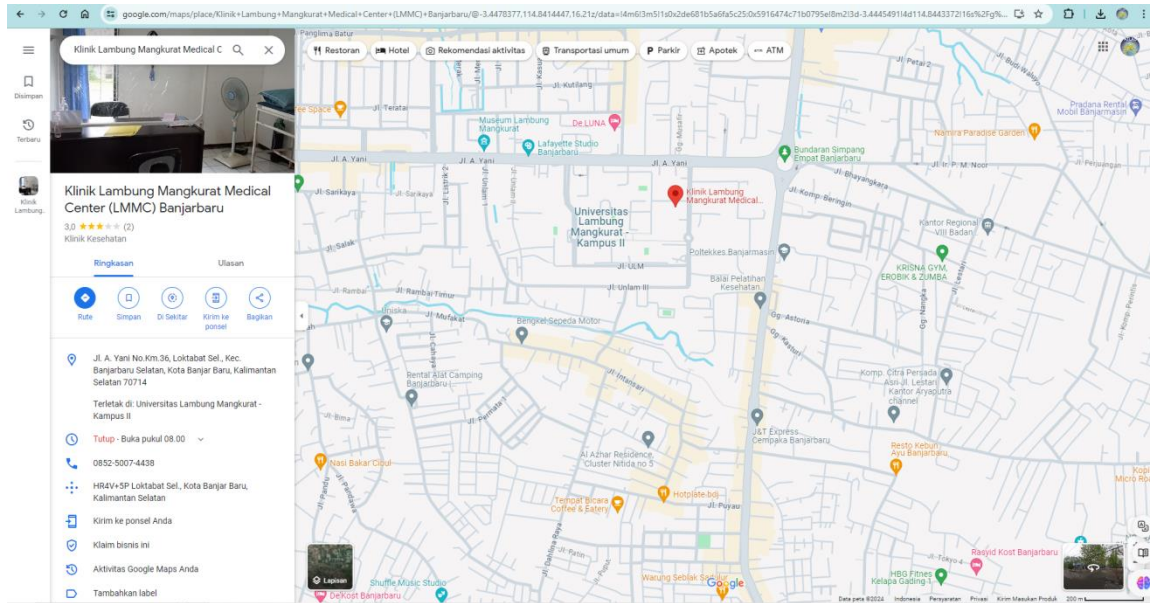


Figure 1. Map of The Lambung Mangkurat Medical Center Banjarbaru Clinic

Internal environmental analysis

The LMCC Banjarbaru Clinic currently employs 11 medical personnel, including 9 general practitioners and 2 dentists. Additionally, there are 7 paramedics, comprising 3 nurses, 1 dental nurse, 1 midwife, 1 laboratory analyst, and 1 administrative staff member. The clinic offers services such as

General Poly, Maternal and Child Health-Obstetrics and Gynecology (MCH-Obgyn) Poly, Dental Poly, Pharmacy, Ambulance Services, Laboratory, and BPJS/general. Patient visit data is available for General Poly, MCH-Obgyn) Poly, and Dental Poly. An overview of the services provided at the LMCC Banjarbaru Clinic is outlined below:

Table 1. Patient Visit Data for 2022 and 2023

Visit Data	2022	2023
General Polyclinic	1.496	2.212
MCH-Obgyn Polyclinic	76	108
Dental Polyclinic	344	914
Total visits	1.916	3.234

Data on patient visits at general polyclinic increased from 1.496 visits in 2022 to 2.212 visits in 2023. The number of visits at KIA/KB Polyclinic in 2022 was 76, rising to 108 in 2023. The visits at dental polyclinic in 2022 totaled 344, increasing to 914 in 2023. The total visits at the LMCC Banjarbaru Clinic were 1.916 in 2022 and further increased to 3.234 in 2023. Medical record activities are conducted by administrative staff manually, starting with patient registration, followed by filing medical record data. After the patient completes treatment, the medical records are returned and organized. Subsequently, coding (The process of assigning diagnostic codes to the patient's medical information), indexing (Organizing information based on medical record numbers), and filing are carried out to store the patient's

medical records. The administrative staff have a background in high school and laboratory analysis.

SWOT Analysis

SWOT analysis is a method used to assess the strengths, weaknesses, opportunities, and threats within an organization. It employs both qualitative and quantitative approaches. Qualitatively, interviews are conducted to gather data on internal and external factors. Quantitatively, EFAS and IFAS matrix analysis is utilized, incorporating weight, rating, and value assessments.

Table 2. SWOT Analysis with The EFAS Matrix

External Factors	Weight	Ratings	Values
Opportunity factors			
The clinic can partner with 4 nearby hospitals, namely RSU Mawar, RSU Permata Husada, RSU Nirwana, RSU Almansyur Medika	0.05	2	0.1
LMMC Clinic faces minimal competition within a 1 km radius, with only 1 clinic, namely Kimia Farma Clinic	0.03	4	0.12
Enhancing the use of technology to support health services, such as creating online medical records and enabling online doctor registration.	0.04	2	0.08
Opportunity to leverage digital platforms for expanding the reach of health services/promotions (Instagram).	0.1	3	0.3
Government policy on workforce training	0.1	5	0.5
There is a chance to organize a regular health examination program for the community.	0.06	5	0.3
Potential for increasing revenue through partnerships with health insurance companies.	0.07	4	0.28
Opportunity for developing health education programs to enhance public awareness	0.05	3	0.15
Threat factors			
Competition with Other Healthcare Facilities.	0.02	4	0.08
The number of accredited Pratama Clinics is unknown	0.04	3	0.12
There are high expectations from the academic community and students who see the clinic as a community health center, but the facilities are inadequate	0.05	2	0.1
The rapid advancement of information technology and high costs are impacting agencies' ability to acquire facilities and infrastructure	0.05	2	0.1
The pharmacy is not integrated with the clinic	0.09	1	0.09
Unstable economic conditions can reduce the public's purchasing power to access healthcare services	0.04	1	0.04
The introduction of telemedicine technology can decrease the need for patients to physically visit the clinic	0.03	1	0.03
Negative opinions or bad reviews on social media can damage the clinic's reputation	0.18	1	0.18
Total	1	43	2.57

Table 3. SWOT Analysis with The IFAS Matrix

Internal Factors	Weight	Ratings	Values
Strength factors			
The quick service response of LMMC Banjarbaru clinic	0.05	5	0.25
friendly service from all LMMC Banjarbaru Clinic staff	0.03	5	0.15
Health services to the Study Program of Physical Education, Health, and Recreation at the Faculty of Teacher Training and Education (FKIP) of Lambung Mangkurat University (ULM).	0.04	5	0.2
Services according to standard operating procedures (SPO)	0.08	5	0.4
An ambulance is available	0.12	5	0.6
Health service cost from student health certificates (Rp. 10,000) and general health (Rp. 40,000), as well as general examinations (Rp. 60,000), is cheaper than other health services	0.16	4	0.64
Has a digital platform for health promotion (Instagram)	0.07	3	0.21
LMMC Banjarbaru Clinic has collaborated with health insurance	0.05	4	0.2
Weakness factors			
There are no main performance indicators to be achieved in health service administration, HR administration, facilities and infrastructure administration, or financial administration. This is	0.03	1	0.03

because a clinical strategy plan has not yet been made			
Clinic By laws do not yet exist (under preparation).	0.03	1	0.03
Promotion of clinic health services has not been regularly scheduled	0.04	1	0.04
There is no training for administrative staff (money management, archivists) or medical records.	0.06	1	0.06
Infrastructure facilities are inadequate	0.07	3	0.21
Online doctor booking applications and electronic medical records are not available	0.05	1	0.05
The position of the building is less strategic; it is not located on the side of the road	0.07	3	0.21
Human resources with a background in first-level medical records specialists are not yet available.	0.05	2	0.1
Total	1	49	3.38

Based on the results of the EFAS and IFAS matrices that have been carried out, the total EFAS matrix value for opportunities is 1.83 and the total threat value is 0.74. The total IFAS matrix score for strengths is 2.65, and the total weakness score is 0.73. The IFAS matrix formula is $(X = \text{Strengths} + \text{Weakness})$, and the

EFAS matrix formula is $(Y = \text{Opportunity} + \text{Threats})$. The result of subtracting the total EFAS matrix score is 2.57, and the result of subtracting the total IFAS matrix score is 3.38, resulting in the values X (3.38) and Y (2.57), as in the following Cartesian diagram:⁸

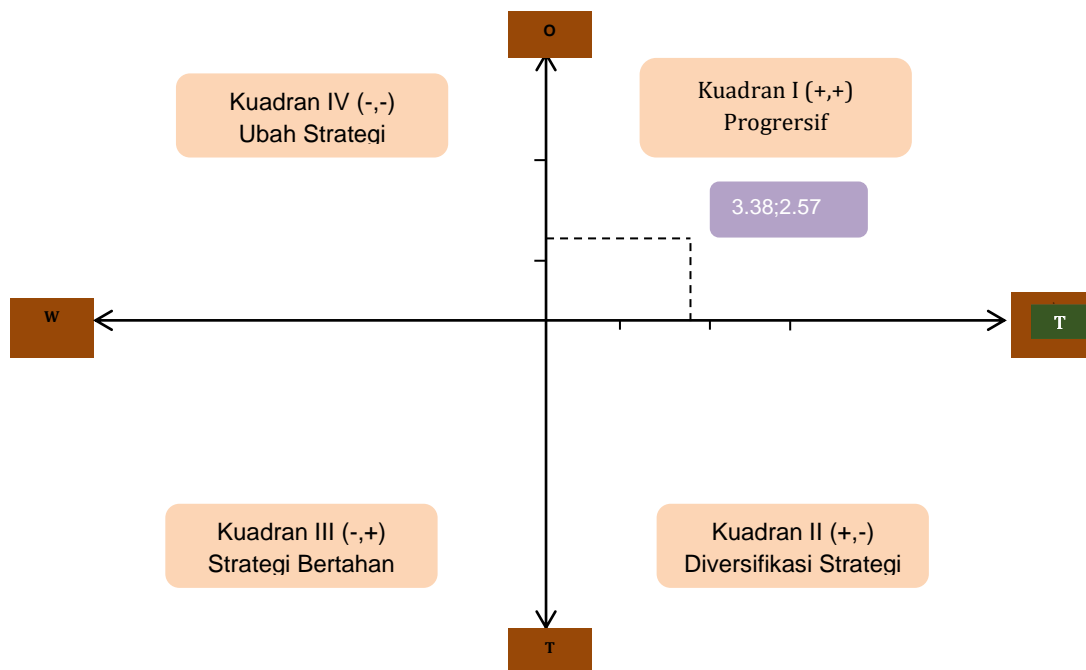


Figure 2. SWOT Quadrant

The LMMC Banjarbaru Clinic, seen from the SWOT quadrant, shows Quadrant I results, which means progressive. This position indicates that the LMMC Banjarbaru Clinic has strength and opportunities. This is because the LMMC Banjarbaru Clinic is in prime and stable condition, so it is possible to expand, increase growth, and achieve maximum progress.

TOWS Analysis

Analysis is carried out based on each

condition using TOWS analysis with strategy type for quadrant 1, this position is in the Strength-opportunities (SO) area. This means the organization has great internal strengths and is also faced with significant external opportunities. In this condition, the LMMC Banjarbaru Clinic is in the most favorable situation and the recommended strategy is an aggressive strategy

Table 4. TOWS Matrix Analysis

Strengths (S)	Opportunity (O)	SO Strategy
The quick service response of LMMC Banjarbaru clinic	The clinic can collaborate with 4 nearby hospitals, namely Mawar Hospital, Permata Husada Hospital, Nirwana Hospital, and Almansyur Medika Hospital.	Utilizing quick service response to establish a fast and efficient emergency referral service to the 4 nearest hospitals (Rosa Hospital, Permata Husada Hospital, Nirwana Hospital, and Almansyur Medika Hospital).
Friendly and courteous service from all staff of LMMC Banjarbaru Clinic	LMMC Clinic faces minimal competition within a 1 km radius, with only 1 clinic, namely Kimia Farma Clinic	Leveraging the advantages of friendly and welcoming service to build closer and more personal relationships with patients through programs such as free follow-up consultations or follow-ups carried out with a warmer and more personal approach.
Health services to the Study Program of Physical Education, Health, and Recreation at the Faculty of Teacher Training and Education of Lambung Mangkurat University (ULM).	Enhancing the use of technology to support health services, such as creating online medical records and enabling online doctor registration.	Taking advantage of the increasing role of technology by developing online medical records and online doctor registration specifically for Study Program of Physical Education, Health, and Recreation at the Faculty of Teacher Training and Education students and lecturers.
Service according to Operational Service Standards (SOP).	Opportunity to utilize digital platforms to expand the reach of health services/promotion(Instagram).	Clinics can promote services that comply with Operational Service Standards (SOP) by sharing educational and informative content on Instagram.
An ambulance is available	Government policy on workforce training	Utilize the available ambulance to develop and implement specialized emergency response training programs for staff, aligning with government policies on workforce training. This will ensure that personnel are well-prepared to handle emergencies effectively, enhancing the overall quality of care provided by the clinic.
Health service cost from student health certificates (Rp 10,000) and general (Rp 40,000) as well as general examinations (Rp 60,000) is cheaper than other health services.	There is an opportunity to hold a periodic health check-up program for the community.	Leveraging the power of lower service prices to conduct regular health check-up programs for the community.
Has a digital platform for health promotion (Instagram).	There is potential for increased revenue through collaboration with health insurance companies.	Clinics can use the Instagram platform to promote services that are accessible through health insurance. Through informative and engaging posts, clinics can explain the various services covered by partner insurance companies, as well as the procedures for accessing these services, attracting the attention of potential patients who have insurance.
LMMC Banjarbaru Clinic has	Opportunity for developing health education programs to	Clinics can take advantage of the collaboration with BPJS to organize

Strengths (S)	Opportunity (O)	SO Strategy
collaborated with health insurance (BPJS)	enhance public awareness.	health education programs for BPJS participants. Education can include the importance of conducting regular health checks, utilizing BPJS services for preventive health, and how to access health services available through BPJS.

Based on the analysis of the external and internal matrix obtained, the position of LMMC Clinic Banjarbaru is in Quadrant I; that is, this position supports an aggressive strategy where the clinic has opportunities and strengths so that it can take advantage of the opportunities that exist.^{11,12}

The strategy that can be used at Banjarbaru LMMC Clinic is the SO strategy (strength and opportunity), which means having strength and also being able to take advantage of the opportunities that exist.

As explained earlier, Banjarbaru LMMC Clinic has the opportunity to hold a regular health program for the general public and also has a digital platform to expand the reach of health care as a promotional step that can be taken. In addition, LMMC Clinic Banjarbaru has been cooperating with BPJS Health Insurance. This can increase the number of patient visits to the clinic. Liani, in 2019 supported the use of internet technology and social media as business opportunities, such as using social media to expand the reach of marketing or health promotion to increase clinical visits.

Besides, the increase in BPJS capitation also needs to be taken into account, especially for academic civitas. Kurniawan et al., in 2016 said the funds are allocated for operational support such as medicines and used medical supplies, support for health and non-health devices, home visits, printed materials or office supplies, financial administration and information systems, resource capacity enhancement, and routine operational assistance. Besides, there is a proposal from the capitalization to support proletarian activity.¹³

Having one competitor with the same service provider is an opportunity that Banjarbaru LMMC Clinic has, but the number of these accredited clinics is a threat factor that needs to be watched out for. So it is necessary to implement a professional system and procedures according to the Standard of Operational Procedures (SPO), improvement of the quality of human resources, good financial management, the fulfillment of adequate facilities and supplies, as well as the integration of pharmacies in LMMC Clinic Banjarbaru. It is important to improve the quality of the servant, especially the safety and satisfaction of the patient, in order to build loyalty to the patient

who visits. This is in line with research by Ulandri et al., in 2019 which says there is an influence between the quality of service and patient satisfaction in Puskesmas Pujon district, Malang. The influence of means and means on patient satisfaction is also very significant in this study, which is 81.9%. Supported Ermawati, in 2019 said in her research that good financial performance will improve service to the community. It's related to financial governance analysis, so we know the current ratio, debt-to-asset ratio, and ROI to make policies to improve services.^{14,15}

Umnayatun, in 2018 stated in his research that creating strategic business plans for private hospitals in Jakarta led to market development and penetration. This was achieved by enhancing marketing efforts, expanding inpatient facilities, introducing radiology services, improving parking areas, and optimizing entrance access. These initiatives made the hospital's growth strategy more focused and transparent, resulting in improved performance and enhanced competitiveness within the industry.⁷

Likewise, Boston et al., in 2018 stated that the strategic plan was created as a guide for developing information systems and information technology to implement Hospital Management Information System at dr. Rubini Mempawah Hospital. This plan includes information system plans, information technology plans, HR needs for information technology, and management strategies for information systems/information technology. The implementation of this strategic plan is outlined in a roadmap divided into 3 stages spanning from 2018 to 2021.¹⁶

Nugraheni et al., in 2019 said the SWOT analysis at Lirboyo Hospital obtained a favorable situation by having good opportunities and strengths so that it can develop the entire potential of the organization to take advantage of existing opportunities⁶.

CONCLUSION

External environmental conditions LMMC Clinic Banjarbaru has opportunity factors LMMC such as government policies on human resources training, potential cooperation with many hospitals, at least competitors who have similar service facilities, the availability of opportunities for improving health care using telemedicine,

and the opportunity to increase revenue through collaboration with health insurance companies. Threats to beware are the number of accredited clinics, rapid technological progress, SDM untrained in telemedicine, and the presence of negative opinions.

In addition, the internal environmental conditions of LMMC Clinic Banjarbaru have strengths in terms of facilities provided, health promotion facilities available, and cooperation with the BPJS. Factors that are weak have not yet been addressed; finances are not well managed; human resources has not been trained in telemedicine; and facilities are inadequate.

Banjarbaru LMMC Clinic is in Quadrant 1, and this position supports aggressive strategies where clinics have opportunities and strengths so that they can take advantage of the opportunities that exist. The strategic plan used is SO (strength and opportunity).

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