ABSTRACT

The Bed Occupancy Rate (BOR) of Shofa’s room at Muhammadiyah Hospital Lamongan (MHL) was low in 1999 to 2002. MHL’s strategic plan 2000 – 2004 was to be the Trauma Center for northern beach area of Java island. The low BOR of Shofa’s room has hindered MHL’s plan due to a lack of comprehensive study and strategic plan. This was a cross sectional study aimed to formulate a strategic plan to increase BOR of Shofa’s room using force field analysis approach. This analysis enabled MHL to find out its enforcing force, restraining force as well as strategic issues for its final strategic solution. The result of the study showed that MHL’s enforcing force were MHL’s facilities; ability to become a referral hospital; availability of nurses as productive human resource; high commitment of Shofa’s room personnel; acceptable hospital rate / tariff; high personal reference source and high potential of developing community health fund. Whereas the restraining force were low empathy; low responsiveness of nurse, surgeon, medical officer; low motivation of surgeon; ineffective promotion; low sources of medical reference; patient’s perception that their disease was critical and patient’s characteristic which was low education and mostly labors. Gained from the force field analysis were the fact that three main departments could be corrected on the strategic plan basis to increase BOR of Shofa’s room i.e. (a) Organization Department by restructuring marketing team position; by developing a reward system, tariff system, maintenance facilities and increasing specialist’s commitment; (b) Service Quality Department by improving empathy, responsiveness and attitude of specialists, Shofa’s room officer and medical aides; (c) Marketing Department by developing health promotion media, asserting public relation, promoting MHL through personal selling and promotion selling.

Key words: hospital management, strategic plan, force field analysis.