ABSTRACT

Bed Occupancy Rate in government district hospitals were still below the ideal number: 60% (Depkes RI, 1997). Although many programs have been done to strengthen the hospital services. There are many reasons that can cause this phenomena. But one of them is the reality that government district hospital were faced in an turbulence environment. This mean that the hospital should have a strategic management concept to help them managing the environment. Strategic management showed through functional strategy in nursing services that was conduct by the hospital in their strategic plan.

This research was done with the objectives to analyze the functional strategy in nursing services that was conduct at the inpatient wards in the district hospital based on strategic management concept. Research was done in three government hospital in the district of Trenggalek, Jombang and Lumajang.

Data was collect through interviews with a list of questionaires to the director and to the managers in nursing services. Indepth interviews was also done with the hospital’s director. Focus group dicussion were done with several nurses from the inpatient wards and the hospital strategic plan document were also been studied.

The result showed that programs conducted by the hospital’s directors, managers in nursing services and nurses at the patient wings were not a functional strategy in nursing services. The hospital’s directors understand about the strategic management concept but implementation through hospital strategic plan shows that their understanding was not optimally. Managers in nursing services has not yet have the awareness of how functional strategy in nursing services should be conducted and implemented. This condition explained that the hospital’s Bed Occupancy Rate was not caused by the functional strategy in nursing services programs.

There must be developed a learning condition to nursing services managers in government hospitals specially in rural areas to have a management strategic concept in their mind. In this way, nursing services managers could be a good partner with the director in the hospital strategic planning team to anticipate the global environment the hospital were facing now.

Key words: functional strategy, nursing services, management strategic concept.