

RINGKASAN

**Upaya Peningkatan Pemanfaatan Ruang Rawat Inap Di Rumah Sakit
TNI-AU Surabaya melalui Penyusunan Strategi Pemasaran**

Oleh:
ERNA EMLIJAH

Rumah Sakit TNI-AU (RSAU) Surabaya merupakan rumah sakit militer TNI-AU tingkat IV dengan kebijaksanaan yang semula hanya melayani anggota dan keluarganya, sekarang juga berusaha menangkap pasar kalangan disekitarnya (pasien umum), dengan kekuatan yang dimiliki dan peluang yang ada. Namun sampai dengan tahun 2005 hasil masih belum maksimal, tercermin pada rendahnya angka BOR RSAU, yakni pada empat tahun terakhir hanya sebesar 17,38%. Oleh karena itu dilakukan riset pemasaran meliputi strategi dan taktik pemasaran berdasarkan karakteristik konsumen RSAU baik pasien anggota maupun pasien umum, dalam upaya peningkatan pemanfaatan ruang rawat inap RSAU Surabaya.

Adapun tujuan penelitian ini adalah menyusun strategi pemasaran, meliputi segmentasi, *targeting* dan *positioning* serta menyusun taktik pemasaran dengan unsur 7P *marketing mix* di ruang rawat inap RSAU Surabaya

Penelitian ini merupakan riset pemasaran dengan pendekatan *cross sectional*, dilaksanakan pada bulan Mei 2005. Unit analisis pada ruang rawat inap, dan sumber informasi penelitian terdiri atas dua kelompok yakni pasien rawat inap selama bulan Mei 2005, baik anggota maupun non anggota, serta calon pasien dari pasien rawat jalan dan masyarakat umum. Responden ditentukan dengan cara *simple random sampling*, dan dilakukan survey dengan wawancara langsung.

Riset pemasaran dilakukan berdasarkan karakteristik demografi, karakteristik geografi, karakteristik sosio ekonomi, dan karakteristik psikografi. Penilaian kondisi internal rumah sakit dilihat berdasarkan aspek 7P *marketing mix*. Kedua hasil pada riset pemasaran dan penilaian kondisi internal menjadi bahan penyusunan strategi pemasaran yakni segmentasi, *targeting*, dan *positioning*.

Dari hasil penelitian berdasarkan riset pemasaran didapat beberapa hasil berikut ini, (1) karakteristik demografi dan geografi sebagian besar responden anggota dan non anggota berusia 20 – 40 tahun, berjenis kelamin wanita, lulusan SMU, dan bertempat tinggal dalam radius 10 Km disekitar rumah sakit; 2) Karakteristik sosioekonomi pasien anggota dan non anggota terlihat bahwa pasien beragama islam, dan bekerja sebagai pegawai swasta atau wiraswasta; 3) Penentu keputusan rumah sakit banyak dipengaruhi oleh keluarga sebagai kelompok acuan. Informasi, rujukan, dan penanggung biaya berobat berbeda antara pasien anggota dan non anggota karena anggota TNI AU merupakan masyarakat terkoordinir yang keputusan berobat banyak dipengaruhi oleh instansi; 4) sebagian besar pasien rawat inap belum mengetahui jenis pelayanan yang ada di rawat inap, pasien menyatakan tenaga medis yang diperlukan adalah perawat, dokter spesialis, dan petugas jaga loket untuk tenaga medis, serta petugas administrasi, pembersih ruangan, dan pengantar makanan untuk non medis; 6) Lokasi yang dibutuhkan adalah yang tidak bising dan mudah untuk

dijenguk. Selain itu dibutuhkan aturan normatif pelayanan seperti keramahan, tanggap keluhan, dan terampil untuk semua petugas yang memberikan pelayanan di RSAU Surabaya; 7) calon pasien belum tahu mengenai kelas perawatan yang ada di ruang rawat inap, namun mengetahui fasilitas penunjang yang ada seperti laboratorium dan dokter spesialis; 8) Harapan calon pasien aturan normatif pelayanan seperti keramahan, tanggap keluhan, dan terampil untuk semua petugas yang memberikan pelayanan di RSAU Surabaya; 9) Lokasi yang diharapkan mudah dijangkau dan lokasi parkir luas; dan 10) Calon pasien mengharapkan adanya informasi tarif pada pelayanan rawat inap, fasilitas penunjang dan biaya obat.

Hasil analisis riset pemasaran digunakan dalam penentuan segmentasi, target dan posisi produk. Posisi produk yang ditentukan meliputi 1) Pelayanan anggota TNI AU dengan memberikan pelayanan yang maksimal sesuai dengan sarana dan prasarana yang dimiliki oleh RSAU; dan 2) melayani masyarakat umum dengan spesifikasi untuk pasien BKIA dengan asumsi adanya perbaikan sarana dan prasarana yang menunjang untuk pasien BKIA.

Taktik yang disusun berdasarkan variabel 7P yang utama adalah pembuatan brosur, leaflet dan papan petunjuk sebagai saran promosi, perbaikan kondisi internal rumah sakit untuk menunjang promosi, dan perbaikan kualitas SDM di RSAU sehingga pelayanan yang dilakukan dapat maksimal sesuai hasil strategi pemasaran.

Perlu dilakukan advokasi kepada pimpinan dan pengambil keputusan untuk membentuk komitmen pihak rumah sakit terhadap taktik pemasaran yang telah disusun. Perbaikan kondisi internal RSAU juga perlu ditunjang komitmen atasan untuk dapat *sharing* ide dan tanggung jawab untuk pengembangan promosi pelayanan di RSAU, khususnya di ruang rawat inap, sehingga pemanfaatan ruang rawat inap lebih meningkat.

SUMMARY**Efforts to Increase The Inpatient Ward Utilization
at Surabaya Air Force Hospital through
Marketing Strategy Formulation**

Erna Emlijah

National Air-force hospital in Surabaya is one of military hospital that had policy to conduct services for air force members and also good deed to bring service for community in their environment with their opportunity and ability of service. However until 2005 the results still shows less utilization in inpatients ward, cause the bed occupancy rate in four years only shows 17,38 %. In order to increased utilization, hospital held marketing research and build marketing strategy for all patients, members and non members of the air force hospital service.

The purpose of this study was conduct marketing tactics in order to increased utilization of inpatients ward of Air-force hospital.

This research was a marketing research using cross sectional method. Carried out in May 2005, the sources divided into two groups, patients of in-ward and also out-ward plus from community. It included members and non member patients. Respondent divined by simple random sampling, and surveyed by using direct interview.

The result of this research showed that: 1) demographic and geographic characteristic was mostly women, 20-40 years old, high school graduated, and lived 10 kilometers around the hospital; 2) socioeconomics characteristic was mostly moeslem and work as private employers or entrepreneurs; 3) decision of hospitalized depend on family as conduct groups. Information, referral, and medication cost is different among members and non members because members relatively dependent by installation, and non member is by self-decision; 4) most inpatients still indifference with in-ward services. medical resources needed was nurse, specialist doctors, and ticketing employers, and non-med needed administration staff, cleaning service, and food deliver staff; 6) Location needed was low noise, easy to reach for relatives. Besides it also need normative rules for servers such as polite, skills, immediate reflex of patients need; 7) future patients also indifference with in-ward service, but already aware with service such as laboratory, pharmacy, and specialist doctors; 8) future patients expect normative rules for servers such as polite, skills, immediate reflex of patients need; 9) future patients expect reachable location, and broad parking lot; 10) future patients expect complete cost information of in-ward service, periphery service, and medication.

The conclusion of this research used to bring out marketing strategy through segmentation from results, targeting, and positioning. Product positioned into two areas, which are for members by optimalising all resources, and non member for

motherhood service by completing all resources that hospital need in order to bring optimal service.

Marketing tactic conduct from marketing strategy based on 7P variables is brochures, leaflet, and clue board as promotion media, increased staff skills and ability in providing service, develop internal condition so that service can be maksimalized.

A good advocation should increase the commitment level among all decision makers to execute the marketing tactics. Internal system repairement need immediate attention from the executive lining staff, shared ideas and responsibilities in promotion development so that increased number of inpatients ward utilization can be achieved.

ABSTRACT

**Efforts to Increase the Inpatient Ward Utilization
at Surabaya Air Force Hospital through
Marketing Strategy Formulation**

National Air Force Hospital (NAFH) in Surabaya is one of military hospitals that holds a policy to provide services for air force members and non-members with their service opportunity and ability. Until 2005 the utilization of the inpatient ward for four years has been 17,38 %. The purpose of this study was to conduct marketing tactics in order to increase the utilization of NAFH inpatient ward.

This was a marketing research using cross sectional method. Carried out in May 2005, the sources divided into two groups, inpatients of in-ward and also outpatient plus from community, including members and non member patients. Respondent was taken by simple random sampling, and surveyed by using direct interview.

The result of this research showed that: 1) demographic and geographic characteristic was mostly women, 20-40 years old, high school graduates, and lived 10 kilometers around the hospital; 2) socioeconomic characteristics were mostly Moslem and work as private employees or entrepreneurs; 3) decision of hospitalization depended on family. Information, referral, and medication for members, relatively depending on the institution and for non-member was self-decision; 4) most inpatients and future patients were still indifferent towards inpatient ward service; 5) medical resources needed to be developed; 6) conduct normative rules for paramedics such as politeness, skill, immediate respond to patients need; 7) develop awareness in periphery services such as laboratory, pharmacy, and specialist doctors; 8) complete information of in medication ward and periphery service cost.

In conclusion, the products were being positioned into two areas: for members by optimizing all resources, and for non member (motherhealth care service) by completing all resources needed by the hospital in order to provide optimal services.

A good advocation should increase the commitment level among all decision makers to execute the recommendations. The internal system repairment needs immediate attention from the executive and the staff, to share ideas and responsibilities in developing promotion, so that the number of inpatients ward utilization can be increased.

Keywords: marketing research, marketing strategy, marketing tactics, National Airforce-Hospital