

## **ABSTRACT**

In the era of globalization the hospital business development as one of the public health services system needed to continuously improve the quality of its service. Considering the rapid and advanced development of science is also technology in the field of health. One of the efforts to improve the quality of health services is to make a hospital managerial improvement with strategic management. Based on initial observations conducted by researchers in February 2019, the organization position of the Mother and Child Hospital of Perdana Medica. It certainly threatens the existence of the organization. The purpose of this research is to validate the strategy of maternal and child hospital Perdana Medica in maintaining the existence of organizations related to the factors included in the SWOT analysis. This research is a qualitatively descriptive research by using an interview instrument of Director and middle-up level management that is performed at Ibu and Anak Perdana Medica Surabaya Hospital and then validate by FDG (Focus Group Discussion). This research is liquid qualitative descriptive research by using an interview Instrument against the director and Intermediate level of management, then Cross-Check by opening the FDG forum (Focus Group Discussion). The research was conducted in August 2019 in the Mother and Child Hospitals of Perdana Medica Surabaya. The results found in this study indicate that the condition of the organization's position in the Medica Mother and Child Hospital after accreditation has not experienced significant changes so that the strategic effort that needs to be applied in the Medica Mother and Child Hospital is to implement strategies related diversification, product development, retrenchment, vertical integration, internal organizational strengthening (enhancement) so that the RSIA Perdana Medica can maintain its existence.

**Keywords:** Strategy, SWOT, Mother and Child Hospital

## ABSTRAK

Dalam era globalisasi perkembangan bisnis rumah sakit sebagai salah satu sistem pelayanan kesehatan masyarakat dituntut untuk terus meningkatkan kualitas pelayanannya. Mengingat semakin pesat dan majunya perkembangan ilmu juga teknologi di bidang kesehatan. Salah satu upaya untuk meningkatkan kualitas pelayanan kesehatan adalah melakukan perbaikan manajerial rumah sakit dengan manajemen strategik. Berdasarkan pengamatan awal yang dilakukan peneliti bulan februari 2019, posisi organisasi rumah sakit ibu dan anak perdana medica lemah. Hal ini tentu mengancam eksistensi organisasi. Tujuan penelitian ini adalah untuk memvalidasi strategi Rumah Sakit Ibu Dan Anak Perdana Medica dalam mempertahankan eksistensi organisasi yang berkaitan dengan faktor-faktor yang termasuk dalam analisis SWOT. Penelitian ini merupakan penelitian deskriptif kualitatif dengan menggunakan instrument wawancara terhadap direktur dan *middle-up level management*, kemudian dilakukannya *cross-check* dengan cara membuka forum FDG (*Focus Group Discussion*). Penelitian dilaksanakan pada bulan agustus 2019 di Rumah Sakit Ibu dan Anak Perdana Medica Surabaya. Hasil yang ditemukan dari penelitian ini menunjukkan bahwa kondisi posisi organisasi di Rumah Sakit Ibu dan Anak Medica setelah akreditasi belum mengalami perubahan secara signifikan sehingga dalam upaya strategis yang perlu diterapkan di Rumah Sakit Ibu dan Anak Medica adalah menerapkan strategi *related diversification*, *product development*, *retrenchment*, *vertical integration*, penguatan internal (*enhancement*) agar RSIA Perdana Medica dapat mempertahankan eksistensinya.

**Kata kunci:** Strategi, SWOT, Rumah Sakit Ibu dan Anak