

# **Designing Strategy and Hospital Performance Management to Create Value for The Stakeholders: Case Study in an Indonesia Public Hospital**

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## **Abstract**

*Hospital performance management is very important to create value for owners, users (patients), human resources who work at the hospital, and other hospital stakeholders. The purpose of this study is to design hospital strategies using SWOT analysis (Strengths, Weaknesses, Opportunities and Threats) and hospital performance management using the Balanced Scorecard. This research uses a qualitative approach. Data collection techniques using interviews, observation and focus group discussions and study of documentation. The results showed that based on the SWOT analysis, the competitive position of the hospital was in quadrant II so that the strategic steps taken were to maintain organizational stability, improve organizational quality by improving organizational governance, management system capabilities, hospital management information systems, business processes and building culture organization. From the results of the documentation study which were the vision, missions and organizational values then translated into strategic goals and targets, the main performance indicators are based on the balanced scorecard which is divided into four perspectives on learning and growth, internal business processes, customers, and finance. The strategic choices and the hospital performance indicators are the basis for preparing the hospital's strategic plans and operational plans.*

*Keywords: SWOT, balanced scorecard, Performance, management.*