

ANALYSIS OF INPATIENT SERVICE DEVELOPMENT STRATEGIES AT AL IRSYAD HOSPITAL SURABAYA USING SWOT ANALYSIS

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Abstract

Background : Increasingly fierce competition in the healthcare sector requires hospitals to adopt effective development strategies to improve service quality and competitiveness. The inpatient unit is one of the key services contributing to a hospital's performance; therefore, regular strategic analysis is necessary.

Aims : To analyse the strategic position of the inpatient services at Al Irsyad Hospital in Surabaya using the SWOT method and to formulate a development strategy.

Methods : A cross-sectional quantitative analysis utilising secondary data from L Hospital personnel and attendance records. All 39 structural officials who are currently in office were included in the total sampling. Spearman correlation, the Mann-Whitney U test (X3), and multiple linear regression with log(Y+1) transformation were used to analyse the data in order to address the dependent variable's non-normality.

Results : An IFAS score of 3.20 and an EFAS score of 3.10 indicate internal and external conditions that support the development of services. The SWOT analysis yielded coordinates (1.80; 1.50), placing the inpatient service in Quadrant I. This position indicates that the hospital possesses significant internal strengths and high external opportunities.

Conclusion : The recommended strategy is an aggressive strategy (SO), encompassing improvements in service quality, the development of flagship services, the optimisation of digitalisation, the enhancement of staff competencies, and the modernisation of healthcare facilities to improve service quality and the hospital's competitiveness.

Keywords : SWOT, IFAS, EFAS, Development Strategies, Inpatient Care.

Abstrak

Latar Belakang : Persaingan layanan kesehatan yang semakin ketat menuntut rumah sakit untuk memiliki strategi pengembangan yang tepat guna meningkatkan mutu pelayanan dan daya saing. Unit rawat inap merupakan salah satu layanan utama yang berkontribusi terhadap kinerja rumah sakit sehingga perlu dilakukan analisis strategis secara berkala

Tujuan : Menganalisis posisi strategis pelayanan rawat inap Rumah Sakit Al Irsyad Surabaya menggunakan metode SWOT dan merumuskan strategi pengembangannya.

Metode : Penelitian ini menggunakan pendekatan kualitatif dengan desain studi kasus. Sebanyak 50 responden yang terdiri atas manajemen rumah sakit, dokter spesialis, perawat, pasien rawat inap, dan keluarga pasien dipilih menggunakan teknik purposive sampling. Data dikumpulkan melalui

wawancara mendalam, observasi, dokumentasi, dan Focus Group Discussion (FGD). Analisis dilakukan menggunakan matriks IFAS dan EFAS.

Hasil : Skor IFAS sebesar 3,20 dan EFAS sebesar 3,10 menunjukkan kondisi internal dan eksternal yang mendukung pengembangan pelayanan. Perhitungan SWOT menghasilkan koordinat (1,80; 1,50) yang menempatkan pelayanan rawat inap pada Kuadran I. Posisi ini menunjukkan bahwa rumah sakit memiliki kekuatan internal yang besar dan peluang eksternal yang tinggi.

Kesimpulan : Strategi yang direkomendasikan adalah strategi agresif (SO), meliputi peningkatan kualitas pelayanan, pengembangan layanan unggulan, optimalisasi digitalisasi, peningkatan kompetensi SDM, dan modernisasi fasilitas kesehatan untuk meningkatkan mutu pelayanan serta daya saing rumah sakit.

Kata Kunci : SWOT, IFAS, EFAS, Strategi Pengembangan, Rawat Inap.

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Introduction

Hospitals are healthcare institutions that play a vital role in providing comprehensive individual healthcare services, including promotive, preventive, curative, and rehabilitative care. As public demands for quality healthcare services increase, hospitals are required to provide services that are effective, efficient, safe, and focused on patient satisfaction (Alfatafta et al., 2025). In addition to functioning as healthcare providers, hospitals must also be able to adapt to technological advancements, regulatory changes, and increasing competition within the healthcare industry (Buyya et al., 2023).

Inpatient care is one of the key indicators for evaluating hospital performance because it is directly related to the quality of care, facility

utilization rates, and patient satisfaction. The quality of inpatient care is influenced by various factors, including the competence of human resources, the availability of healthcare facilities, the effectiveness of service processes, the use of information technology, and management's ability to formulate sustainable development strategies (Alfatafta et al., 2025). Therefore, periodic evaluations of a hospital's internal and external conditions are necessary to ensure that the services provided continue to meet the needs and expectations of the community.

Al Irsyad Hospital in Surabaya is one of the private hospitals providing healthcare services to the people of Surabaya and the surrounding areas. In carrying out its functions, Al Irsyad Hospital in Surabaya faces various

opportunities and challenges stemming from both internal and external environments. Its strengths such as competent healthcare personnel, services grounded in Islamic values, and a good reputation in the community need to be optimally leveraged to enhance the hospital's competitiveness. On the other hand, advancements in healthcare technology, the growing number of BPJS Kesehatan enrollees, and the digital transformation in the healthcare sector present opportunities that can be leveraged to improve service quality (Buyya et al., 2023).

However, hospitals also face various challenges, such as increasing competition among hospitals, public demands for better service quality, changes in health regulations, and the need for investment in the development of medical facilities and technology. If these challenges are not managed properly, they can affect service performance and patient satisfaction levels (Azwa et al., 2025). Therefore, a strategic approach is needed to comprehensively assess the organization's condition so that appropriate development policies can be formulated.

One of the most widely used methods in organizational strategic planning is the Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis. This method enables organizations to identify internal strengths and weaknesses, as well as external opportunities and threats that

affect the achievement of organizational goals. The results of a SWOT analysis can serve as a foundation for formulating effective strategies to improve service quality, strengthen competitiveness, and support organizational sustainability (Al-Hazmy et al., 2025).

Inpatient care is one of the key indicators for evaluating hospital performance because it is directly related to the quality of care, facility utilization rates, and patient satisfaction. The quality of inpatient care is influenced by various factors, including the competence of human resources, the availability of healthcare facilities, the effectiveness of service processes, the use of information technology, and management's ability to formulate sustainable development strategies (Alfatafta et al., 2025). Therefore, periodic evaluations of a hospital's internal and external conditions are necessary to ensure that the services provided continue to meet the needs and expectations of the community.

The urgency of this study stems from the challenges faced in developing inpatient services at Al Irsyad Hospital in Surabaya. The hospital's 2024 data show that the Bed Occupancy Rate (BOR) reached only 65%, which remains below the ideal standard of 75–85%. Additionally, the inpatient satisfaction rate stood at 78%, falling short of the hospital's target of 85%. These conditions highlight the need for

an evaluation and the formulation of more effective service development strategies. However, to date, there has been no comprehensive study analyzing the hospital's internal and external factors as a basis for formulating inpatient service development strategies. Therefore, this study employs SWOT analysis to formulate strategies that can improve the quality of service and the hospital's competitiveness.

Based on this description, this study was conducted to analyze the strategic position of inpatient services at Al Irsyad Hospital in Surabaya using the SWOT method through the development of an Internal Factor Analysis Summary and an External Factor Analysis Summary matrix. The results of this study are expected to provide recommendations for inpatient service development strategies that hospital management can implement to improve service quality, patient satisfaction, and the hospital's competitiveness in a sustainable manner.

Method

This study employs a qualitative approach using a case study design to analyze strategies for developing inpatient services at Al Irsyad Hospital in Surabaya using the Strengths, Weaknesses, Opportunities, and Threats (SWOT) method. This approach was chosen because it provides an in-depth understanding of

the hospital's internal and external conditions, as well as strategies that can be implemented to improve the quality of inpatient services.

The research was conducted in the inpatient unit of Al Irsyad Hospital in Surabaya. Research informants were selected using purposive sampling, taking into account the respondents' involvement with and knowledge of hospital services. This study was conducted in the inpatient unit of Al Irsyad Hospital in Surabaya using a qualitative approach and a case study design. A total of 50 respondents including hospital management, medical specialists, nurses, inpatients, and patients' families were selected using purposive sampling based on their involvement with and knowledge of hospital services. Respondents were chosen to obtain comprehensive information regarding the strengths, weaknesses, opportunities, and threats affecting inpatient care. Data were collected through in-depth interviews, observations, documentation, and Focus Group Discussions (FGDs). Subsequently, the data were analyzed using the Internal Factor Analysis Summary (IFAS) and External Factor Analysis Summary (EFAS) matrices to identify the hospital's strategic position and formulate appropriate strategies for the development of inpatient services. Data collection was conducted through in-depth interviews, direct observation of service processes, document reviews, and Focus Group Discussions

(FGDs). Interviews were used to explore respondents' perceptions of inpatient care conditions, while observations were conducted to obtain a realistic picture of service delivery. Documentation data was used to supplement the information obtained from interviews and observations, while FGDs were conducted to reach consensus on the strategic factors influencing the development of inpatient care.

The data obtained was then analyzed using the SWOT method through several stages. The first stage involved identifying internal factors consisting of strengths and weaknesses as well as external factors consisting of opportunities and threats. Next, the Internal Factor Analysis Summary (IFAS) and External Factor Analysis Summary (EFAS) matrices were compiled by assigning weights and ratings to each strategic factor. The results of the IFAS and EFAS score calculations were used to determine the strategic position of inpatient services on the Cartesian SWOT diagram. Based on these positions, alternative development strategies were formulated, including Strength-Opportunity (SO), Strength-Threat (ST), Weakness-Opportunity (WO), and Weakness-Threat (WT) strategies. The results of the analysis were then used to formulate the most appropriate strategic recommendations for the development of inpatient services at Al Irsyad Hospital in Surabaya.

Result and Discussion

1. Internal Factor Analysis (IFAS)

Table 1. IFAS Matrix (Internal Factor Analysis Summary)

Internal Factors	Weight	Rating	Score
Strengths			
Strategic hospital location	0.10	4	0.40
Good hospital reputation	0.10	4	0.40
Islamic-based healthcare services	0.12	4	0.48
Competent healthcare personnel	0.15	4	0.60
Adequate inpatient facilities	0.10	3	0.30
Effective BPJS healthcare services	0.08	4	0.32
Total Strengths (S)	0.65		2.50
Weaknesses			
Limited number of subspecialist physicians	0.10	2	0.20
Limited hospital promotion activities	0.08	2	0.16
Medical equipment requires upgrading	0.10	2	0.20
Digitalization system not fully optimized	0.07	2	0.14
Total Weaknesses (W)	0.35		0.70
TOTAL IFAS	1.00		3.20

T Based on the results of the Internal Factor Analysis Summary (IFAS), a total score of 3.20 was obtained,

indicating that the hospital's internal conditions fall into the "strong" category. This score indicates that the hospital is able to leverage its strengths and effectively manage its weaknesses. The strengths factor had a total score of 2.50, with the main strengths being competent healthcare personnel (0.60), Islamic-based healthcare services (0.48), and the hospital's strategic location and good reputation (0.40 each). Meanwhile, the weakness factor has a total score of 0.70, which includes a limited number of subspecialist doctors, the need to update medical equipment, limited promotional activities, and a digitalization system that is not yet optimal. Overall, the IFAS results indicate that the hospital has strong internal conditions, meaning its strengths can serve as a key asset in enhancing competitiveness, while continuing to address areas that remain weaknesses.

2. External Factor Analysis (EFAS)

Table 2. EFAS Matrix (External Factor Analysis Summary)

External Factors	Weight	Rating	Score
Opportunities			
Increasing number of BPJS participants	0.15	4	0.60
Population growth in Surabaya	0.10	4	0.40

Advancement of healthcare technology	0.15	4	0.60
Opportunities for healthcare partnerships	0.10	3	0.30
Support for healthcare digital transformation	0.10	4	0.40
Total Opportunities (O)	0.60		2.30
Threats			
Competition among hospitals	0.15	2	0.30
Increasing demand for service quality	0.10	2	0.20
Changes in healthcare regulations	0.05	2	0.10
Rising hospital operational costs	0.10	2	0.20
Total Threats (T)	0.40		0.80
TOTAL EFAS	1.00		3.10

Based on the results of the External Factor Analysis Summary (EFAS), a total score of 3.10 was obtained, indicating that the hospital has a strong ability to capitalize on opportunities and address threats from the external environment.

Opportunity factors had a total score of 2.30, with the main opportunities being an increase in the number of BPJS participants (0.60), advancements in healthcare technology (0.60), population growth (0.40), support for

digital transformation (0.40), and opportunities to establish healthcare partnerships (0.30). Meanwhile, the threat factors had a total score of 0.80, which included competition among hospitals, increasing demands for service quality, changes in healthcare regulations, and rising hospital operating costs.

Overall, the EFAS results show that the hospital is well-positioned to respond to the external environment by capitalizing on existing opportunities, although it still needs to anticipate various threats that could affect the hospital's performance and competitiveness.

3. Summary of SWOT Analysis Results

Table 3. Summary of SWOT Scores

Component	Score
Strengths (S)	2.50
Weaknesses (W)	0.70
Opportunities (O)	2.30
Threats (T)	0.80

Based on the SWOT analysis summary, the scores were as follows: Strengths (S) at 2.50, Weaknesses (W) at 0.70, Opportunities (O) at 2.30, and Threats (T) at 0.80. These results indicate that strengths are more dominant than weaknesses, while opportunities outweigh threats.

The dominance of strengths and opportunities indicates that the hospital is in a favorable position to implement a development strategy by leveraging

all of its strengths to capitalize on available opportunities. Thus, the hospital has good potential to improve its competitiveness, service quality, and organizational performance, while continuing to address its weaknesses and anticipate various threats from the external environment

4. Strategic Positioning

Table 4. SWOT Analysis

Calculation	Result
S – W	1.80
O – T	1.50
SWOT Coordinates	(1.80 ; 1.50)
Position	Quadrant I
Strategy	SO (Aggressive/Growth Strategy)

The analysis results show that inpatient services at Al Irsyad Hospital in Surabaya are located in Quadrant I with coordinates (1.80; 1.50), indicating that the hospital possesses high internal strengths and external opportunities. According to Rangkuti (2016), a position in Quadrant I indicates an organizational environment that strongly supports the implementation of a growth-oriented strategy. This finding is consistent with the research by Al-Hazmy et al. (2022), which states that organizations in Quadrant I have a strong ability to leverage their strengths to capitalize on available opportunities. Therefore, Al Irsyad Hospital in Surabaya needs to optimize its resources and service quality to continuously improve its

competitiveness and patient satisfaction.

5. Matriks SWOT

Table 5. SWOT Matrix for Al Irsyad Hospital, Surabaya

Internal / External Factors	Opportunities (O)	Threats (T)
Strengths (S)	SO Strategies: Improve inpatient service quality, develop flagship services, expand collaboration with BPJS and insurance providers, strengthen healthcare digitalization.	ST Strategies: Utilize hospital reputation to face competition, enhance patient safety, and develop service innovations.
	WO Strategies: Modernize medical facilities, improve staff competencies, and optimize digital marketing activities.	WT Strategies: Improve operational efficiency, strengthen risk management, and conduct continuous quality improvement.
Weaknesses (W)		

The research findings indicate that Al Irsyad Hospital in Surabaya has strong internal conditions, with an IFAS score of 3.20. Its greatest strengths stem from the competence of its human resources,

services grounded in Islamic values, the hospital's positive reputation, and a well-functioning BPJS service system. These factors serve as the primary assets for enhancing the competitiveness of inpatient services.

In terms of external factors, an EFAS score of 3.10 indicates that the hospital has significant opportunities for growth. The increasing number of BPJS participants, advancements in healthcare technology, and government support for digital health transformation present opportunities that can be leveraged to improve the quality and efficiency of services.

The hospital's position in Quadrant I indicates that the most appropriate strategy is the SO (Strength–Opportunity) strategy. This strategy emphasizes leveraging all of the hospital's strengths to maximize available opportunities. This strategy can be implemented by improving the quality of inpatient care, developing flagship services, enhancing patient satisfaction, digitizing services, and strengthening partnerships with various stakeholders.

The results of this study align with strategic management theory, which states that organizations in Quadrant I are in the most advantageous position because they can leverage internal strengths to optimally capitalize on external opportunities.

Further research is recommended to apply SWOT analysis to various types of hospitals in order to evaluate the

effectiveness of the resulting strategies and enhance the generalizability of the research findings.

Therefore, Al Irsyad Hospital in Surabaya needs to continue maintaining its already high-quality services while pursuing continuous innovation to navigate the increasingly competitive dynamics of the healthcare industry.

Conclusion

Based on the results of the SWOT analysis, the inpatient services at Al Irsyad Hospital in Surabaya are positioned in Quadrant I with coordinates (1.80; 1.50). This position indicates that the hospital possesses significant internal strengths and high external opportunities; therefore, the recommended strategy is an aggressive strategy (Growth-Oriented Strategy).

Priority strategies that can be implemented include improving the quality of inpatient care, developing flagship services, modernizing healthcare facilities, optimizing service digitization, enhancing human resource competencies, and expanding collaborations with various healthcare institutions. The implementation of these strategies is expected to improve service quality, patient satisfaction, and the competitiveness of Al Irsyad Hospital in Surabaya in a sustainable manner.

Abbreviations

BPJS: Social Security Administering Agency for Health (Badan Penyelenggara Jaminan Sosial Kesehatan) ; EFAS : External Factor Analysis Summary; FGD : Focus Group Discussion; IFAS : Internal Factor Analysis Summary; SO : Strength–Opportunity Strategy; ST : Strength–Threat Strategy; SWOT : Strengths, Weaknesses, Opportunities, and Threats; WO : Weakness–Opportunity Strategy; WT : Weakness–Threat Strategy

Declarations

This study was conducted in accordance with the principles of research ethics. All participants provided informed consent prior to participation. The authors declare that they have no conflicts of interest, and this study did not receive special funding from any institution. All authors contributed to the research design, data collection and analysis, manuscript preparation, and approved the final version of the manuscript. The authors would like to thank Al Irsyad Hospital in Surabaya and all respondents who participated in this study.

Ethics Approval and Consent Participant

This study was conducted in accordance with the ethical principles governing research involving human participants. All respondents

participated voluntarily and provided informed consent prior to data collection.

Conflict of Interest

The authors declare that there is no significant competing financial, professional, or personal interests that might have affected the performance.

Authors' Contribution

All authors contributed to the conception and design of the study, data collection, data analysis, interpretation of results, and manuscript preparation. All authors read and approved the final manuscript.

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