

Research Article

Analysis of the Strategy for Developing Outpatient Services at the Locus Medical Hub Clinic Using SWOT Analysis

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ABSTRACT

Increasingly fierce competition in the healthcare sector requires clinics to continuously improve the quality of their services and organizational competitiveness. Outpatient services are one of the primary services that play a crucial role in enhancing patient satisfaction, the number of visits, and the clinic's operational sustainability. Therefore, an appropriate development strategy is needed based on an analysis of the organization's internal and external conditions. This study analyzes the development strategy for outpatient services at Locus Medical Hub Clinic using SWOT analysis and formulates an appropriate development strategy. This research employs a qualitative approach with a case study design. The research informants consist of management, doctors, nurses, administrative staff, and outpatient patients selected using purposive sampling, totaling 30 respondents. Data collection was conducted through in-depth interviews, observation, documentation, and Focus Group Discussions (FGDs). Data analysis was performed using the Internal Factor Analysis Summary (IFAS) Matrix, External Factor Analysis Summary (EFAS) Matrix, and SWOT Matrix. The analysis results show an IFAS score of 3.04 and an EFAS score of 3.15. The clinic's key strengths include competent healthcare staff, fast and friendly service, a digital registration system, and a strategic location. Key opportunities stem from the growing demand for healthcare services, advancements in healthcare technology, and opportunities for collaboration with various parties. The SWOT analysis results place Locus Medical Hub Clinic in Quadrant I, indicating a strong organizational condition with high development potential. The recommended strategy is an aggressive strategy (SO) that leverages internal strengths to capitalize on external opportunities. This strategy includes the development of technology-based flagship services, improving service quality, optimizing digital systems, enhancing human resource competencies, and expanding strategic partnerships to improve the quality of outpatient care and the competitiveness of Locus Medical Hub Clinic.

Keywords : Medical Hub, Development Strategies, SWOT, IFAS, EFAS.

ABSTRAK

Persaingan layanan kesehatan yang semakin ketat menuntut klinik untuk terus meningkatkan kualitas pelayanan dan daya saing organisasi. Layanan rawat jalan merupakan salah satu layanan utama yang berperan penting dalam meningkatkan kepuasan pasien, jumlah kunjungan, dan keberlangsungan operasional klinik. Oleh karena itu, diperlukan strategi pengembangan yang tepat berdasarkan analisis kondisi internal dan eksternal organisasi.

Menganalisis strategi pengembangan layanan rawat jalan di Klinik Locus Medical Hub menggunakan analisis SWOT serta merumuskan strategi pengembangan yang sesuai.

Penelitian ini menggunakan pendekatan kualitatif dengan desain studi kasus. Informan penelitian terdiri atas manajemen, dokter, perawat, petugas administrasi, dan pasien rawat jalan yang dipilih menggunakan teknik purposive sampling dengan jumlah 30 responden. Pengumpulan data dilakukan melalui wawancara mendalam, observasi, dokumentasi, dan Focus Group Discussion (FGD). Analisis data dilakukan menggunakan Matriks Internal Factor Analysis Summary (IFAS), External Factor Analysis Summary (EFAS), dan Matriks SWOT. Hasil analisis menunjukkan bahwa skor IFAS sebesar 3,04 dan skor EFAS sebesar 3,15. Kekuatan utama klinik meliputi tenaga kesehatan yang kompeten, pelayanan yang cepat dan ramah, sistem pendaftaran digital, serta lokasi yang strategis. Peluang utama berasal dari meningkatnya kebutuhan layanan kesehatan, perkembangan teknologi kesehatan, dan peluang kerja sama dengan berbagai pihak. Hasil analisis SWOT menempatkan Klinik Locus Medical Hub pada Kuadran I yang menunjukkan kondisi organisasi yang kuat dan memiliki peluang pengembangan yang tinggi. Strategi yang direkomendasikan adalah strategi agresif (SO) dengan memanfaatkan kekuatan internal untuk menangkap peluang eksternal. Strategi tersebut meliputi pengembangan layanan unggulan berbasis teknologi, peningkatan kualitas pelayanan, optimalisasi sistem digital, peningkatan kompetensi sumber daya manusia, serta perluasan kerja sama strategis guna meningkatkan mutu pelayanan rawat jalan dan daya saing Klinik Locus Medical Hub.

Kata Kunci : *Pusat layanan kesehatan, strategi pengembangan, SWOT, IFAS, EFAS*

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INTRODUCTION

The rapid development of the healthcare sector requires every healthcare facility to continuously improve the quality of its services and strengthen its organizational competitiveness. Growing public awareness of the importance of health, changing disease patterns, advances in information technology, and patient demands for fast, high-quality care are driving healthcare facilities to undertake various efforts to develop their services. As primary-level healthcare facilities, clinics play a vital role in providing promotive, preventive, curative, and rehabilitative services to the community. Therefore, clinics are required to deliver effective, efficient, and patient-centered care to ensure the organization's sustainability amid increasingly intense competition.

Outpatient services are one of the primary services that serve as the cornerstone of a clinic's operations. Outpatient services not only function as a means of providing healthcare to patients but also serve as an indicator of a clinic's operational success in enhancing patient satisfaction, customer loyalty, and organizational revenue. High-quality outpatient care can boost public trust in healthcare facilities, whereas suboptimal service quality can lead to a decline in patient visits and reduced organizational competitiveness. Therefore, the development of outpatient services is a critical aspect that clinic management must prioritize to ensure the continuous improvement of healthcare quality.

Locus Medical Hub Clinic is a healthcare facility dedicated to providing quality healthcare services to the community. In its operations, the clinic faces various challenges

stemming from both internal and external environments. Internal factors include human resource competence, service quality, availability of facilities and infrastructure, health information systems, and the effectiveness of organizational management. Meanwhile, external factors include increasing competition among healthcare facilities, advancements in healthcare technology, changes in government regulations, rising public expectations regarding service quality, and shifts in public behavior regarding access to healthcare services. These conditions require Locus Medical Hub Clinic to have an appropriate service development strategy to improve service quality while maintaining the organization's competitiveness.

Strategic planning is one of the approaches organizations can take to address a dynamic changing environment. One method frequently used in developing organizational strategies is SWOT analysis (Strengths, Weaknesses, Opportunities, Threats). SWOT analysis enables organizations to identify strengths and weaknesses stemming from the internal environment, as well as opportunities and threats arising from the external environment. By identifying these factors, organizations can determine their strategic position and formulate strategies appropriate to the conditions they face. SWOT analysis has been widely used in various healthcare organizations because it provides a comprehensive overview of the organization's condition and aids in more effective decision-making.

Several previous studies have shown that SWOT analysis is an effective method for formulating health service development strategies. A study by Ayura B. (2023) demonstrated that SWOT analysis can be used to identify strategic factors influencing hospital performance, thereby leading to more targeted development strategies. The results of this study indicate that the organization is in Quadrant I, with recommendations for an aggressive strategy involving improvements in service quality, strengthening of human resource competencies, and the development of healthcare technology. The study by Iskandar et al. (2021) also found that leveraging internal strengths and external opportunities can enhance an organization's competitiveness through the development of flagship services, optimization of health information systems, and increased collaboration with various stakeholders. Furthermore, the study by Suryani et al. (2022) on the development of outpatient services indicates that patient satisfaction is influenced by service speed, healthcare staff competence, ease of access to services, and the utilization of digital technology in healthcare services.

Although various studies have discussed the application of SWOT analysis in hospitals and other healthcare facilities, research specifically examining strategies for developing outpatient services at clinics remains very limited. Furthermore, clinics differ from hospitals in terms of resources, scope of services, organizational structure, and target service users; therefore, the strategies applied may not necessarily be the same. Consequently, research is needed to identify the internal and external factors influencing the development of outpatient services at Locus Medical Hub Clinic, thereby enabling the formulation of a development strategy aligned with the organization's specific conditions.

The results of this study are expected to serve as a basis for the management of Locus Medical Hub Clinic in formulating policies and strategies for the sustainable development of outpatient services. Furthermore, this study is also expected to contribute to the advancement of healthcare management science, particularly regarding the application of SWOT analysis in the strategic planning of primary healthcare facilities. Thus, the objective of this study is to

analyze the outpatient service development strategy at Locus Medical Hub Clinic using SWOT analysis to identify strengths, weaknesses, opportunities, and threats, and to formulate appropriate development strategies to improve service quality and organizational competitiveness.

METHODS

This study employs a qualitative approach using a case study design to analyze strategies for developing outpatient services at the Locus Medical Hub Clinic. The study was conducted in 2026 with a focus on identifying internal and external factors that influence the development of outpatient services.

Research informants were selected using purposive sampling and included clinic management, doctors, nurses, administrative staff, and outpatient patients. Data were collected through in-depth interviews, observations, documentation, and Focus Group Discussions (FGDs) to obtain comprehensive information regarding service conditions, resources, facilities, as well as the opportunities and challenges faced by the clinic.

Data validity was ensured through triangulation of sources and methods by comparing the results of interviews, observations, documentation, and FGDs. Data analysis was conducted through data reduction, data presentation, and drawing conclusions. The strategic factors identified were then categorized into strengths, weaknesses, opportunities, and threats.

Next, the Internal Factor Analysis Summary (IFAS) and External Factor Analysis Summary (EFAS) matrices were developed by assigning weights and ratings to each strategic factor. The results of the analysis were used to determine the organization's position on the SWOT matrix and to formulate strategies for developing outpatient services through the SO, WO, ST, and WT strategies as the basis for decision-making by the management of Locus Medical Hub Clinic.

RESULT AND DISCUSSION

Respondent Characteristics

Table 1. Respondent Characteristics

Characteristics	Frequency (n)	Percentage (%)
Management	5	16.7
Doctor	3	10.0
Nurses	3	10.0
Physiotherapists	2	6.7
Administrative Staff	2	6.7
Patients	15	50.0
Total	30	100.0

According to Table 1, the majority of respondents were patients, totaling 15 people (50.0%). The remaining respondents consisted of 5 members of management (16.7%), 3 doctors (10.0%), 3 nurses (10.0%), 2 physical therapists (6.7%), and 2 administrative staff (6.7%). The involvement of various respondent groups provided a comprehensive picture of outpatient service conditions from the perspectives of both service providers and users. The

information obtained from these various parties served as the basis for identifying strategic factors influencing the development of outpatient services at the Locus Medical Hub Clinic.

Internal Factor Analysis (IFAS)

Table 2. Internal Factor Analysis Summary (IFAS)

Internal Factors	Weight	Rating	Score
Competent healthcare personnel	0.15	4	0.60
Fast and friendly service	0.14	4	0.56
Digital registration system	0.12	4	0.48
Strategic location	0.11	4	0.44
Limited promotion activities	0.10	2	0.20
Limited waiting room capacity	0.10	2	0.20
Limited service variations	0.14	2	0.28
Limited marketing personnel	0.14	2	0.28
Total	1.00		3.04

The IFAS analysis results show a total score of 3.04. This score indicates that Locus Medical Hub Clinic has strong internal conditions to support the development of outpatient services. The clinic’s primary strength lies in the competence of its healthcare staff, which received the highest score of 0.60. The competence of healthcare staff is a critical factor influencing service quality, patient safety, and patient satisfaction levels.

Fast and friendly service, along with the implementation of a digital registration system, are also key strengths of the clinic. The use of digital technology enhances the efficiency of service processes, speeds up the registration flow, and reduces patient wait times. Additionally, the clinic’s strategic location provides easy access for the community to obtain healthcare services.

Despite these strengths, the clinic still faces several weaknesses, including suboptimal promotion, limited waiting room space, a limited range of services, and a lack of marketing staff. These weaknesses may hinder efforts to increase patient visits and should be addressed in the development of service expansion strategies.

External Factor Analysis (EFAS)

Table 3. External Factor Analysis Summary (EFAS)

External Factors	Weight	Rating	Score
Increasing demand for healthcare services	0.20	4	0.80
Advancement of healthcare technology	0.15	4	0.60
Opportunities for corporate partnerships	0.15	4	0.60
Growing public health awareness	0.15	3	0.45
Competition among healthcare clinics	0.15	2	0.30
Changes in healthcare regulations	0.10	2	0.20
Increasing operational costs	0.10	2	0.20
Total	1.00		3.15

The results of the EFAS analysis show a total score of 3.15, indicating that the external environment presents significant opportunities for the development of outpatient services. The greatest opportunity factor stems from the growing public need for healthcare services, with a score of 0.80. This situation indicates potential for increased demand for healthcare services, which clinics can leverage to develop various types of services.

Advances in healthcare technology also present opportunities for clinics to improve service quality through digitalization and service innovation. Additionally, opportunities for collaboration with companies, educational institutions, and health insurance providers can serve as strategies to increase patient visits and expand the scope of services.

However, competition among healthcare facilities, changes in government regulations, and rising operational costs are threats that must be anticipated. Therefore, clinics need to continuously improve service quality to maintain a competitive edge amidst the dynamics of the external environment.

SWOT Analysis and Development Strategy

Table 4. SWOT Matrix

Strengths (S)	Weaknesses (W)
Competent healthcare personnel	Limited promotion
Fast and friendly service	Limited waiting room capacity
Digital registration system	Limited service variations
Strategic location	Limited marketing personnel
Opportunities (O)	Threats (T)
Increasing healthcare demand	Competition among clinics
Advancement of healthcare technology	Changes in healthcare regulations
Corporate partnership opportunities	Increasing operational costs
Growing public health awareness	New competitors

Table 5. SWOT Strategy Formulation

Strategy	Strategic Formulation
SO	Develop technology-based flagship services and expand corporate partnerships
WO	Strengthen digital marketing and diversify healthcare services
ST	Utilize competent human resources to improve service quality and address competition
WT	Enhance operational efficiency and strengthen marketing performance

Based on the results of the IFAS analysis (3.04) and the EFAS analysis (3.15), Locus Medical Hub Clinic is positioned in Quadrant I of the SWOT Matrix. This position indicates that the organization possesses strong internal strengths and significant external opportunities; therefore, the most appropriate strategy is an aggressive strategy (SO).

The SO strategy can be implemented through the development of technology-based flagship services, improvements in service quality, strengthening the competencies of healthcare personnel, and expanding strategic partnerships with various stakeholders. Leveraging the clinic's internal strengths is expected to optimize available opportunities and

enhance the organization's competitiveness.

The results of this study align with the research by Ayura B. (2023), which states that healthcare organizations in Quadrant I have significant opportunities for growth through the optimization of internal strengths. The study by Iskandar et al. (2021) also indicates that improving the quality of human resources, utilizing health information technology, and developing strategic partnerships are key factors in enhancing the competitiveness of healthcare facilities. Therefore, the implementation of appropriate strategies is expected to improve the quality of outpatient services, patient satisfaction, and the organization's sustainability in the future.

CONCLUSION

Based on the research findings, the outpatient services at Locus Medical Hub Clinic have strong internal conditions with an IFAS score of 3.04 and supportive external conditions with an EFAS score of 3.15. The clinic's key strengths include the competence of its healthcare staff, fast and friendly service, a digital registration system, and a strategic location. Meanwhile, the main opportunities stem from the increasing demand for healthcare services, advancements in healthcare technology, opportunities for collaboration with various institutions, and growing public awareness of health. The SWOT analysis results indicate that Locus Medical Hub Clinic is in Quadrant I (Growth Strategy), suggesting that the organization possesses significant internal strengths and external opportunities to support service development.

The recommended strategy is an aggressive strategy (SO) that leverages internal strengths to optimize available opportunities. This strategy includes the development of technology-based flagship services, the optimization of digital service systems, the enhancement of healthcare personnel competencies, the diversification of healthcare services, and the expansion of strategic partnerships with various parties. The implementation of this strategy is expected to improve the quality of outpatient care, patient satisfaction, operational efficiency, and the sustainable competitiveness of Locus Medical Hub Clinic.

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