

Analysis of Rumah Sehat Terpadu - Dompot Dhuafa Hospital Bogor to Develop a Design Strategy of Speech Therapy Service

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Abstract—This research is conducted to analyse a hospital to develop a design strategy of speech therapy service by using value chain and TOWS. The approach utilized in this research is a qualitative descriptive approach. The speech therapy facility addition possibility is analysed by collecting primary data through observation and interview, and also secondary data through literature and reference reviews. The result of this research shows that speech therapy habilitation service facility addition is required in Rumah Sehat Terpadu Hospital due to substantial need and the absence of similar service in surrounding areas, besides the necessity to improve human resource quality of disability community, so that an independent disability society, which is in parallel with the purpose of the hospital establishment can be manifested.

Keywords: *hearing impaired, hospital, rehabilitation, speech therapy, strategy*

I. INTRODUCTION

Dompot Dhuafa is a non-profit community organization intended to promote social humanity value of the underprivileged people. Dompot Dhuafa effort is to continuously build an empowered community using local resources based on fair system. In order to realize it, Dompot Dhuafa uses ZISWAF fund such as Zakat or religious obligation paid by Muslims, Infaq or non-obligatory endowment, Sadaqah or voluntary charity, Waqf or an inalienable charitable endowment [1].

A referral level healthcare equivalent to hospital was established by Dompot Dhuafa through Rumah Sehat Terpadu Foundation. The hospital is Rumah Sehat Terpadu - Dompot Dhuafa Hospital Bogor or abbreviated as RS RST DD that founded in Kemang District of Bogor Regency and launched on 4 July 2012 [2].

RS RST DD as a type C hospital has sufficient facilities such as Emergency Room, Intensive Care Unit, and haemodialysis. Physiotherapy is the only service provided by medical rehabilitation facility that make people with disabilities seems ignored. However, Dompot Dhuafa is concerned to take care of people with disabilities through the Dompot Dhuafa Community Institution (LPM) to collaborate with Muslim Aid

Indonesia to held a sharing event with Greater Jakarta Area Disability Community. Three disability communities invited to the event were The Hasanah Virtue Foundation, Association of Indonesian Women with Disabilities of Depok City, and Association of Indonesian Women with Disabilities of Bekasi City [3]. This concern given by Dompot Dhuafa was to fulfil and to execute the law mandate in accordance with the Law Explanation of the Republic of Indonesia number 19 of 2011 About Ratification of the Convention the Rights of Person with Disabilities.

Dompot Dhuafa is also paying attention on Law of The Republic of Indonesia number 8 of 2016 On Persons with Disabilities part 8 chapter 12 such as:

- Equal access and opportunity to safe, good quality, and affordable health services;
- Equal access and opportunity to be independent and responsible in determining any necessary health services;
- To obtain any necessary health assistive device;

From data obtained, it is known that in Indonesia rate of children with hearing loss since birth is very high. Indonesia is ranked 4th in South East Asia [4] where especially in Bogor Regency has 1428 people with hearing impairment [5]. The most current data in 2019 shows that there are 2525 people with hearing impairment that means significant increase of 43,45% compared to data of year 2015. These facts show that the need of speech therapy increased continuously.

According to Hearing impairment communities who has their own forum, there are very few places that conduct speech therapy in Bogor and limited to healthcare and personal private speech therapy practices. With these limited places and capacity, it is unable to accommodate large number of children with hearing impairment who need the therapy.

The Hospital's vision is to be a first-choice hospital that provides professional Islamic health care for community especially low-income community. To fulfil the vision, mission was conducted:

- To provide integrated health care with Islamic atmosphere that prioritize quality and patients' safety.
- Improve hospital professional human resources with care in heart.
- Promote partnership and public awareness with domestic or international partners to improve health of low-income community.

In line with the vision and mission, in order to make a complete existing healthcare service, it will be necessary to add a profitable rehabilitation service to improve hospital accreditation and as additional income. This additional income will be used for care improvement and cross subsidies on free speech therapy for low-income community. It is known that the Medical Rehabilitation is listed in the sixteen activities assessed for the Complete Level of Accreditation [6].

The proposed Medical Rehabilitation is speech therapy service because it does not exist in the hospital yet. This service will increase the hospital's income and creates jobs. It is therefore fulfilling the achievement one of the Dompot Dhuafa's basic purpose to create job and to improve the Indonesian people.

The promotive, preventive, curative, and rehabilitative health care effort could be implemented through the contribution of speech therapy services in various types health services facilities of communities or national and local government [7].

In order to make speech therapy service feasible and attracts wealthy people who are willing to pay for the service, it is necessary to have a set of criteria of speech therapy service such as accepting experienced therapist only with academy level or higher qualification, and full of patience and attention. Furthermore, the hospital will have to provide soundproof room in supporting speech therapy service.

The speech therapy service target is not limited to people with hearing impaired but also for down syndrome, cerebral palsy, stroke, trauma, and stuttering patients.

Those consideration and criteria need to be studied with attention to make the rehabilitation service feasible and worth for development purposes. Therefore, I am interested in analysing design strategy of medical rehabilitation that focused on speech Therapy at the RS RST DD.

The author hopes to participate in developing speech therapy services in Dompot Dhuafa branches throughout Indonesia to fulfil patient needs. At this time, the evaluation will be conducted in RS RST DD as a pilot project. If it succeeds and its target achieved, then it will be applied in other branches.

This research elaborates the hospital's system and its working culture by mapping its system internally and finds its strengths and weaknesses to get big picture as a base of designing strategy in building speech therapy service.

II. METHOD

This research is based on case study with qualitative descriptive approach because the research intended to investigate main and general services and how its system works. Description of the problem found in the investigation will be used to design a strategy as its solution.

To get a big picture, inductive generalization or inductive reasoning is used where this approach moves from the specific to the general [8].

This research began with field observation and interview as a primary data to understand stakeholders' mindset in order to determine a concept as a base to develop a new strategy.

Secondary data is obtained by deep digging of hospital documents and literature study to get a big picture of how the hospital system works.

Observation was done by direct visit to the hospital and interviewing core or top managerial personnel such as managers, head of public relation division and advocacy, special staff, and chief medical officer. Hospital documentation studied was the hospital's internal documentation.

Value Chain and TOWS are used as the main tools in this research. Both tools are chosen because their abilities to structurally deep digging the hospital system in grasping the hospital services and work climate, and finding niché to provide design strategy of the speech therapy service as the hospital's new service.

III. RESULTS AND DISCUSSION

As result of this research, a speech therapy service design is successfully developed and will be introduced and proposed. A mindset carved in the head of decision makers was found and used as a conceptual base of the new developed strategy. An administrative work pattern of the system was found through secondary data that very useful in developing a scheduling that suitable with the pattern.

A. Value Chain

Value chain is designed to encourage value development and harmony of entire hospital's human resources [9] and has important involvement at system level [10] also contains a lot of patient information [11]. Therefore, value chain is used as internal mapping for internal analysis tool to describe activities process of the hospital internally. Besides that, the usage of value chain analysis enables us to find any opportunity of activity and its pieces of activities that might applicable into speech therapy service.

In the value chain analysis, two activities were mapped such as main activities and supporting activities. The main activities that were analysed are inbound logistics, operations, outbound logistics, marketing and selling, and services.

1) Main activities

a) *Inbound logistics*: Inbound logistics found in this research was BPJS insurance or a government insurance payment was significantly increased in six years, however, general patient payment and Dompot Dhuafa member payment

were fluctuate and tend to decrease in the last four years. Meanwhile, patient referral into RS RST DD tend to decrease significantly in consequence of the BPJS insurance rules that continuously changing.

b) Operations: Operations that successfully mapped was the rising percentage of outpatient as the consequence of continuous improvement implementation by the RS RST DD. Number of inpatient patients increased along with the increasing of BPJS insurance patients and it was supported by the inpatient unit separation based on gender that makes the patients comfortable. Patient percentage of Medical rehabilitation unit increased significantly in two years then in the last two years tend to be stagnant. Number of patients of medical support services such as hemodialysis, radiology, laboratory, blood transfusion, and pharmacy are generally increased. However, for blood transfusion in last year decreased.

c) Outbound logistics: Outbound logistics obtained was out patient data where it shows that each year increased by 27.43%.

d) Marketing and selling: RS RST DD has a PKRS program (Hospital Health Promotion) as one of the hospital marketing medium. In executing the PKRS program, a PRKS team was formed where the team collaborate with paramedic team and medical team in designing a promotive and preventive health counseling for hospital guest including patients and its families, and local society.

The programs designed by the combined team that has been executed were Friday Gymnastics, Thematic Gymnastics Roadshow, health counselling for breastfeeding mothers at government Integrated Healthcare Centre, thematic health seminars, health counselling for elderly at government Integrated Coaching Post, and washing hand counselling campaign for students.

e) Services: RS RST DD has superior services such as 24 hours services for childbirth service, CITO surgery, Emergency Room, clinical laboratory, and radiology. Other superior services are hernia surgery using MESH method, One-Day-Care for minor surgery, cataract surgery with Phacoemulsification technique, bibliotherapy, and atraumatic care.

In addition to superior services, the hospital has full health services such as inpatient and outpatient services.

Inpatient services consist child inpatient, adult care, intensive care, isolation care, and perinatology care. Isolation care is specifically for Tuberculosis patient, child patient, and child patient. whereas the adult inpatient unit is divided by several units such as male patients, female patients, post-surgery patients, and postpartum patients.

Outpatient services consist general clinic, dental clinic, and specialist clinic.

Intensive inpatient care has four incubators for perinatology, five beds for High Care Unit. In addition, the intensive care unit has vital sign monitor, ventilator, syringe pump, and CPAP (Continuous Positive Airway Pressure).

Specialist clinic services available are paediatrics clinic, anaesthesia, general surgery, oral surgery, nutrition clinic, obstetrics and gynaecology, mental health, ophthalmology, orthopaedics, pulmonology, Tuberculosis and TB-DOTS, clinical pathology, internal medicine, neurological clinic, and radiology.

Medical support services consist of haemodialysis, radiology, laboratory, blood transfusion, and pharmacy.

2) Supporting activities

a) Infrastructure: The hospital has 7,803meter square property consists of two main building where the second building named Qatar Building that began to build in 2017 and expected to be completed at the end of 2019.

Supporting facilities such as Masjid Al Madinah, Healthy Cafe, playground for children, lactation corner, a reservoir or artificial lake, Waterfall Park, Herbal Park, Aroma Therapy Park, Reflexology Path, and parking lot.

b) Human resource management: The hospital has 323 employees where 152 are permanent employees and 171 contract employees. It is seen that number of contract employee is higher than the permanent employee due to the hospital policy that require all employee to go through contract employee stage for one year that extendable twice before accepted as a permanent employee.

In considering that the RS RST DD has been operated for the past seven years or under ten years, therefore, there is still a long waiting list of the contract employees obtaining permanent employee status.

Having a large number of nurses with diploma degree makes staff with diploma degree background looks dominant in the hospital.

The hospital has fifty doctors that consist of eighteen general doctors, two dentists, twenty-nine specialized doctors, and one dental specialist.

The hospital nurses consist of eleven surgical nurses, twelve HCU nurses, outpatient nurses, eight haemodialysis nurses, sixteen emergency room nurses, and eighty-four inpatient nurses.

The number of the human resources meets health human resource standard that refers to government law PMK number 56, year 2014. However, the hospital still needs additional specialized doctors that hopefully able to work as a fulltime specialized-doctors.

c) Technological development: In supporting diagnosis, USG and X-Ray device are used by the hospital. In effort of improving diagnosis ability, a CT-Scan were added.

d) Procurement: Procurement is done by general division through director's approval. It would slowdown the availability of goods and tools needed by the hospital.

B. TOWS Analysis

TOWS analysis began by internal analysis such as strength and weakness, and external analysis such as opportunity and threat.

1) *Internal analysis:* The hospital strength is firstly, service based on Islamic values and trustworthy because the hospital was founded using Islamic endowment funds. Secondly, free service for Dompot Dhuafa's registered individuals of low-income community. Thirdly, hospital's strategic location and reachable by twenty hours public transportation. Fourthly, partnership with various domestic and international partners. Fifthly, fully accredited by KARS 2012. Sixthly, number of patients tend to increase each year. Lastly, green building concept hospital.

There are some weaknesses such as incomplete number of services, high turnover rate, no task handover between former employee and new employee, lack of core human resources for permanent doctors and nurses, employee quota is not fulfilled yet, weak hospital information system, incomplete documentation, and lack of marketing.

2) *External analysis:* There is a lot of opportunities to pursued such as presence of sharia hospital accreditation, majority of local residents are Muslim, has partnership with BPJS a government insurance, partnership prospect with insurance companies, there are a lot of industries surrounding the hospital that available for partnership, high rate of people with disabilities, and there is no speech therapy practice around the hospital.

Threats comes from newly founded hospitals and tight competition between hospitals. The name Dompot Dhuafa borne by the hospital raised perception that the hospital is only for low-income community. It also complicated by low education of local residents and expensive medicine and medical devices.

C. Strategies

Internal and external analysis result is a strategy that divided by four part such as strategies based on strength and opportunity, strength and threat, weakness and opportunity, and weakness and threat.

Strategy based on strength and opportunity are launch speech therapy for low-income community and public patient, added value by pronouncing therapy for reciting Quran verses, combining Islamic endowment funds and BPJS insurance to fund the speech therapy, improve speech therapist by training with current partners, and conduct partnership with insurance to increase number of speech therapy patients.

Strategy based on strength and weakness are launch speech therapy in the hospital as the only hospital in the area who has speech therapy service that reachable by public transportation. This service will also a medium of relationship building with local residents. One of medium for announcing the existence of speech therapy and its concern to disability is by holding events or special events on national and international disability day.

Strategy based on weakness and opportunity are by launching speech therapy service, conducting partnership with industry in improving information system, therapist recruitment, and making of patient database. Human resource quality has to be improved to make it as the best referral speech

therapy clinic for other hospitals, attract more speech therapy patient through partnership with industry, insurance and companies around the hospital. Considering the large number of Muslim surrounding the hospital will enables the hospital to conduct partnership with local masjid and Islamic boarding schools.

Strategy based on weakness and threat are launching the speech therapy service a differentiation with other hospital. Information system improvement will make the speech therapy service more effective and efficient. To make the speech therapy service well known among wide communities, series of counselling should be routinely introduced to communities.

IV. CONCLUSION

Value chain analysis result describes two internal activities namely the main activities and supporting activities of RS RST DD that can be used as a basis in strategy design and workflow of establishment and development of speech therapy service.

In persuading decision makers and stakeholders, a TOWS analysis was made based on SWOT and internal analysis of value chain.

From TOWS analysis, a strategy was generated to design speech therapy service for public patient and low-income community as a medium to announce existence of the service. The human resource for the service should be improved to make the service as a differentiation and a referral service for other hospitals.

Based on the discussion and conclusion, the researcher proposed suggestions through TOWS strategy such as launch speech therapy service by improving human resource quality especially speech therapist in order to give best service to satisfy the patients.

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