

Evaluation Of Development Of Medical Check-Up Services At Putri Hijau Hospital

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Abstract.

The medical check-up service process has several challenges such as the quality of medical personnel, the complexity of the work, long waiting times, uncomfortable patient waiting areas, the quality of medical equipment, and decreased visits. Seeing the medical check-up business opportunity, hospitals must continue to evaluate the MCU service business process so that the use of resources for these services becomes more efficient. The purpose of this study is to evaluate the development of medical check-up services. This study uses a quantitative analytical survey technique with a cross-sectional approach. The research was conducted at Putri Hijau Hospital Level II Medan. The population and research sample are 7 key persons. Sampling by purposive sampling. Data analysis was carried out using the Internal Factor Analysis Strategic (IFAS) matrix, External Factor Analysis Strategic (EFAS) matrix, and SWOT analysis. The results showed that internal factors that have the potential as strengths in the development of medical check-up services at the Putri Hijau Hospital Level II Medan are the quality of administrative staff, quality of functional staff, number of collaborating companies, ease of payment, ability to build good relations, waiting room for medical services. check-up, medical and non-medical equipment in the medical check-up room. Internal factors of weakness are marketing installation, marketing organization, marketing funds, marketing managerial ability, and condition of the size of the examination room. Opportunity external factors are the labor law, the acceptance of military recruits, and the many companies that cooperate. External threats are the quality of medical check-ups at competing hospitals and the Covid-19 pandemic.

Keywords: Evaluation, Development, Medical Check-Up

I. INTRODUCTION

The hospital is a health service facility organized by the government and the private sector. Essentially, the hospital is a place of treatment for someone who has health problems and requires services either outpatient, inpatient, or just for health control. Hospitals have the task of carrying out health efforts through promotive, preventive, curative, and rehabilitative approaches in a holistic and sustainable (Siregar, 2018). The establishment of a hospital cannot be separated from a service industry business, one of the goals of which is to seek profit. The hospital business is very complex because it contains multidisciplinary knowledge so managing a hospital, requires a reliable ability to provide maximum service to its customers. Consumers who are satisfied and comfortable with the services provided by the hospital will not think long about spending money to pay for all components of hospital services (Mulyasari, Kodyat, & Windiyaningsih, 2020). One of the businesses being developed by hospitals today is medical check-up (MCU) facilities, as a form of service provided by hospitals or hospital laboratories (Purwana, 2017). The act of detecting diseases that may arise using the MCU facility is very important because not all diseases come with obvious symptoms and are often discovered accidentally during a health check (Lombogia, et al., 2015). The MCU service process has several challenges such as duplication of work for medical personnel, the complexity of work, lack of communication between the actors involved, long waiting times, or uncomfortable patient waiting areas (Fernández, et al, 2020).

Such challenges can result in the MCU service development process being inefficient, thereby increasing the costs to be borne by the hospital (Bakhrun & Hutahaean, 2021). Hospital management needs

to improve and improve its business processes in the development of MCU to maintain excellence amid a continuous uncertainty environment (Juan & Fransisco, 2016). Hospital MCU needs to be improved and developed through superior strategic planning so that the number of MCU participants increases to increase hospital income. In carrying out strategic planning, various factors need to be known including analysis of internal factors, external factors, opportunities, and threats (Lombogia et al., 2015). Putri Hijau Hospital Level II Medan is a class B general hospital located in Medan City under the ownership of the TNI-AD and accredited Plenary from KARS SNARS Version ED 1. Putri Hijau Hospital Level II Medan provides medical services, installation services emergency department, outpatient installation, and inpatient installation including MCU unit services. The MCU unit at Putri Hijau Hospital is one of the units that serve health checks for members of the TNI, civil servants, and the general public to know health conditions both healthy and sick conditions, to improve health quality using prevention, one of which is by conducting regular health checks periodically. Medical Check-Up at Putri Hijau Hospital Level II Medan is a cost center that needs to be developed into a strategic business unit, namely an independent health service unit that is managed as a separate business unit to become an income/revenue center to increase the income of the Medan Putri Hijau Level II Hospital. The progress of the hospital service industry needs to be supported by utilizing existing resources to achieve goals. Based on the description above, the researcher is interested in taking the title "Evaluation of Development of Medical Check-Up Services at Putri Hijau Hospital" to evaluate the development of medical check-up services at Putri Hijau Hospital Level II Medan.

II. LITERATURE REVIEW

2.1. Hospital Concept

According to Law no. 44 of 2009 concerning Hospitals in Article 1 point, 1 states that a hospital is a health service institution that provides complete individual health services that provide inpatient, outpatient, and emergency care. Plenary health services in question are health services that include promotive, preventive, curative, and rehabilitative. In this plenary individual health service, the hospital has the function of providing medical treatment and health recovery services by hospital service standards (Pemerintah RI, 2009). Based on Permenkes No. 340 of 2010 concerning the classification of hospitals, it is stated that the hospital is a health service institution that provides complete individual health services that provide inpatient, outpatient, and emergency services (Kemenkes RI, 2010). Hospital is a professional health institution whose services are provided by doctors, nurses, and other experts. Inside the hospital, there are many related activities and activities. In general, there are five types of hospitals in Indonesia, namely General Hospitals, Special or Specialist Hospitals, Teaching and Research Hospitals, Institutional or Corporate Hospitals, and Clinics (Haliman & Wulandari, 2015).

2.2. Medical Check-Up (MCU)

Medical check-up (MCU) is an action that should be routine including examinations for clinical preventive services and including for someone who has no signs or symptoms of illness, this is a process of routine health checks (Culica & James, 2012). MCU is a comprehensive health examination including laboratory examinations, physical examinations, and other necessary supporting examinations which aim to determine health conditions as well as diagnose and detect early symptoms of diseases found (Djojodibroto, 2018). MCU must be carried out regularly, especially for men between the ages of 25 and 44 years, to pay attention to their health conditions because that age is a productive and active population (Culica & James, 2012). MCU as a unit to evaluate a person's health status and is also useful for early detection of disease. The approaches taken to diagnose early detection are 1. Detecting the disease early, even though you do not feel pain, there is not necessarily a complaint or visible symptoms of the disease 2. Knowing the diagnosis of the disease as soon as possible after clinical symptoms arise (Trihandini, 2007). The purpose of MCU is to determine our health status, identify risks to physical, mental and nutritional health, assess health-related lifestyles, early detection of some possible diseases such as cancer, and find out what health program is most suitable for each individual (Purwana, 2017). The MCU is divided into two parts, namely external and

internal health tests. After that, a mental examination will also be carried out, because work requires excellent mental health, too (Tim Alka, 2020).

2.3. Service Development Concept

Public services are activities carried out by a person or group of people (institutions) based on material factors through certain systems, procedures and methods to fulfill the interests of others by their rights. Public services are rights of the community and are universally applicable to anyone with an interest in these services organized by organizations/institutions providing public/public services (Rachmat, 2016). To maintain continuity, development and change following the demands of the times, the hospital must become a socio-economic unit, namely a social unit that is managed using economic principles, so that the resulting health services have high competitiveness, evenly distributed with good quality without forgetting the poor (Sabarguna, 2017).

The implementation of health services in hospitals is influenced by the surrounding environment, both internal and external which is dynamic. In the implementation of services that are static and do not attempt to harmonize, the existence of the hospital will be threatened (Tjiptono, 2014). Along with the opening of market opportunities, especially for MCU units, many hospitals offer MCU packages by offering excellent service quality (Sembiring, 2010). The development or improvement of facilities can be carried out if the opportunity or potential for development is still available or quite supportive. Existing potential and development opportunities can be internal or external, namely, those originating or contained inside or outside the hospital itself, both physical and non-physical potential. Physically, the existing development potential includes the use of vacant land for land expansion and access to and from the hospital. Another potential development that needs to be considered is the potential for other health service facilities outside the hospital, namely both existing facilities and those that need to be built for the distribution of service facilities in the community, taking into account the growth of existing settlements in the area (Pudjiantoro, 2008).

2.4. Marketing Core Concept

Marketing is a social and managerial process by which individuals and groups obtain their needs and wants by creating, offering, and exchanging goods or services of value with one another. The essence of marketing begins with human needs and wants. Humans need food, water, clothing, and houses to live. Beyond this, humans need recreation, education, and other services (Kotler & Armstrong, 2014).

2.5. Marketing Strategy

The marketing strategy process is a management process that analyzes market opportunities and selects positions, programs, and marketing controls that create and support active businesses to achieve company goals and objectives (Dharmmesta & Irawan, 2016). The elements of a marketing strategy and their relationship include: selecting target customers, identifying their wants, and determining the marketing mix.

2.6. External Factor Analysis (Opportunities and Threats)

2.6.1. Opportunities

Opportunities are external factors and situations that significantly assist the organization's efforts in achieving its goals. These opportunities are always associated with the existence of a potential market. Michel M. Robert recommends that hospitals pay attention to four things related to these opportunities, namely (a) whether the opportunities conflict with the hospital's mission and goals; (b) whether the opportunity is against the current grand strategy; (c) whether the opportunity requires the organization to learn a new field from scratch; and (d) whether the opportunity can be supported by the hospital's financial condition.

2.6.2. Threats

Threats are external factors that allow the hospital to fail in its efforts to achieve the goals that have been set. In business strategy, these threats can be in the form of technological updates introduced by competitors, or mergers from competitors. Several external factors of hospitals in Indonesia can affect the

financing system and internal management patterns, these influences have 3 groups, namely the remote environment which directly or indirectly, the health sector and industry environment, and the close environment which greatly affects day-to-day operations.

2.7. Internal Factor Analysis (Strengths and Weaknesses)

2.7.1. Strengths

Strengths are internal advantages and other internal conditions that the hospital has and allow it to gain strategic advantages in its efforts to achieve the goals that have been set. These internal advantages can be in the form of ownership of the latest technology that is not owned by other hospitals, strategic locations, capable managers, strong funding, and so on.

2.7.2. Weakness

Internal weaknesses and other internal conditions that are owned by the hospital allow the hospital to fail in achieving the goals that have been set. These weaknesses can be in the form of employees who do not have adequate skills, inadequate supporting facilities, high cost of capital.

2.8. Marketing Mix

A marketing mix is a combination of four variables, namely product, price structure, promotional activities, and distribution system. The four elements of the marketing mix are interrelated and influence each other, so efforts must be made to produce a marketing policy that leads to effective service and customer satisfaction. So in the marketing mix, there are variables that support each other, which are then combined by the company to obtain the desired responses in the target market (Dharmmesta & Irawan, 2016). The marketing mix of goods is one of the main concepts in the modern marketing world. A marketing mix can be defined as a set of tactical marketing tools consisting of product, price, place, and promotion that can be controlled and combined by the company to produce the response the company wants in the target market (Kotler, 2015). While the service marketing mix is an element of the company's organization that can be controlled by the company to communicate with consumers and will be used to satisfy consumers.

2.10. Hypothesis

1. There is an influence of strength factors (HR, cooperation with companies, facilities) on the development of medical check-up services at Putri Hijau Hospital Level II Medan.
2. There is an influence of weakness factors (organization and marketing management, financing status, room facilities) on the development of medical check-up services at Putri Hijau Hospital Level II Medan.
3. There is an influence of opportunity factors (policy of military agencies, the number of companies around) on the development of medical check-up services at the Putri Hijau Hospital Level II Medan.
4. There is an influence of threat factors (Quality of competitor facilities and infrastructure, Covid-19 pandemic) on the development of medical check-up services at Putri Hijau Hospital Level II Medan.

III. METHODS

The type of research used in this research is quantitative analytic survey research, namely research conducted to obtain explanations that will be studied with a cross-sectional approach, namely the research variables are examined directly at the time of the study. Quantitative analytical research aims to analyze the development of MCU services at Putri Hijau Hospital Level II Medan. This research was carried out at the Putri Hijau Hospital Level II Medan with the research time from July 2021 to February 2022. Data collection was carried out in January 2022. The population and samples in this study were all key people at the Putri Hijau Hospital Level II Medan related to MCU, namely the Director, Head of Medical Services, Head of Finance, Specialist Doctor, Medical Records, Dentist, and Head of Administration. Methods of data collection through two types of data.

Types of primary data were obtained through structured interviews using a questionnaire that has been carried out for validity and reliability of the key person at Putri Hijau Hospital Level II Medan. Secondary data were collected from written documents regarding health service policies, especially regarding MCU at Putri Hijau Hospital Level II Medan. Research variables are divided into internal and external factors. Internal factors consist of human resources, cooperation with military companies/agencies, facilities, marketing strategy, financing status, and space. While external factors include policies of military agencies, nearby companies, competitors, and the Covid-19 pandemic. The data analysis method used is to conduct interviews with 7 key persons and SWOT analysis to determine the position of the MCU marketing strategy at the Putri Hijau Hospital Level II Medan. SWOT analysis in this study is used to determine the method of development strategy by analyzing external factors in the form of opportunities and threats as well as internal factors in the form of strengths and weaknesses.

IV. ANALYZE AND RESULT

4.1. Description of Research Site

Tk II Putri Hijau Hospital in Medan, which is more than half a century old, is a hospital of pride for TNI residents. Apart from being a health service center for members of the TNI, civil servants and their families at the Tk II Putri Hijau Hospital in Medan also provide health services for the general public. Tk II Putri Hijau Hospital in Medan has facilities such as MCU units, general support facilities, medical support facilities, inpatient facilities, outpatient facilities, and emergency facilities. The MCU unit at Putri Hijau Hospital is one of the units that serve health checks for members of the TNI, civil servants, and the general public to know health conditions both healthy and sick conditions, to improve health quality using prevention, one of which is by conducting health checks. periodically. The MCU Service Clinic operates every Monday - Friday, 08.00 - 12.00 WIB at the MCU Building Floor 1 (One).

4.2. Analysis

4.2.1. Internal Factor Analysis at Putri Hijau Hospital Level II Medan

Internal factor analysis was carried out based on a SWOT analysis guide with 14 strength variables and 10 weakness variables, each of which was analyzed and compared with competitors. The weighted value of each item is the magnitude of the influence of these factors on the condition of the Putri Hijau Hospital Level II Medan compared to the main competitor of RSU Pirngadi Medan. A weighted value of 1 for a much worse score, a weighted value of 2 for a worse value, a weighted value of 3 for the same value, a weighted value of 4 for a better score, a weighted value of 5 for a much better score.

Tables 2. Internal Factor Weighted Value Assessment by Key Personnel at Putri Hijau Hospital Level II Medan

| No | Variable | Director | Head of Medical Services | Head of Finance | Specialist Doctor | Medical Records | Dentist | Head of Administration | Results Average |
|----------|---------------------------------|----------|--------------------------|-----------------|-------------------|-----------------|---------|------------------------|-----------------|
| | | I | II | III | IV | V | VI | VII | |
| I | STRENGTH | | | | | | | | |
| 1. | Number of administrative staff | 3 | 3 | 4 | 4 | 4 | 4 | 3 | 3,6 (4) |
| 2. | Quality of administrative staff | 4 | 4 | 3 | 4 | 3 | 4 | 3 | 3,6 (4) |
| 3. | Number of functional personnel | 4 | 3 | 4 | 4 | 4 | 4 | 4 | 3,9 (4) |
| 4. | Functional power quality | 4 | 4 | 4 | 4 | 4 | 3 | 4 | 3,9 (4) |
| 5. | Number of cooperating companies | 4 | 4 | 4 | 4 | 3 | 2 | 3 | 3,4 (3) |

| | | | | | | | | | |
|--------------------|--|---|---|---|---|---|---|---|---------|
| 6. | Continuity of cooperation | 3 | 4 | 2 | 3 | 4 | 3 | 5 | 3,4 (3) |
| 7. | Ease of payment | 4 | 4 | 5 | 4 | 4 | 3 | 4 | 4,0 (4) |
| 8. | Ability to build good relationships | 4 | 4 | 3 | 4 | 3 | 4 | 5 | 3,9 (4) |
| 9. | Company loyalty | 4 | 3 | 2 | 3 | 4 | 3 | 4 | 3,3 (3) |
| 10 | MCU service type | 3 | 4 | 4 | 4 | 4 | 3 | 4 | 3,7 (4) |
| 11 | MCU service waiting room | 4 | 3 | 4 | 3 | 5 | 4 | 3 | 3,7 (4) |
| 12 | MCU service examination room | 4 | 3 | 4 | 3 | 3 | 2 | 3 | 3,1 (3) |
| 13 | Medical equipment in the MCU room | 3 | 4 | 3 | 3 | 3 | 4 | 3 | 3,3 (3) |
| 14 | Non-medical equipment in the MCU room | 4 | 3 | 4 | 4 | 4 | 3 | 4 | 3,7 (4) |
| II WEAKNESS | | | | | | | | | |
| 15 | Marketing . Installation | 3 | 3 | 3 | 4 | 3 | 4 | 3 | 3,3 (3) |
| 16 | Marketing . organization | 3 | 3 | 4 | 3 | 4 | 3 | 4 | 3,4 (3) |
| 17 | Marketing Facility . | 3 | 3 | 4 | 4 | 3 | 3 | 3 | 3,3 (3) |
| 18 | Marketing Fund . | 3 | 3 | 2 | 3 | 2 | 3 | 3 | 2,7 (3) |
| 19 | Marketing . managerial skills | 4 | 4 | 3 | 4 | 3 | 4 | 3 | 3,6 (4) |
| 20 | Management . Information System | 3 | 3 | 4 | 3 | 4 | 3 | 3 | 3,3 (3) |
| 21 | Self-funded hospital . | 4 | 4 | 3 | 4 | 4 | 4 | 4 | 3,9 (4) |
| 22 | MCU rate adjustment . | 3 | 4 | 3 | 4 | 4 | 4 | 4 | 3,7 (4) |
| 23 | Condition of the . examination room area | 3 | 2 | 3 | 2 | 3 | 2 | 3 | 2,6 (3) |
| 24 | Place the MCU . waiting room | 3 | 3 | 3 | 3 | 3 | 3 | 4 | 3,1 (3) |

The research on the weight of each item is the result of dividing the value of importance determined for that item divided by the value of all items in one factor multiplied by 100% with the maximum weight for each factor being 1 (one). The weighting for all individual variables, namely a weight of 1.0 indicates very importantly and a value of 0.0 indicates not important. The score of each item is the result of multiplying the weight and the weighted value.

Tables 3. The Medical Check-Up Strength of Putri Hijau Hospital Level II Medan Compared to Competing Hospitals

| No | Variable | Variable Weight | 1 | 2 | 3 | 4 | 5 | Score |
|----|-------------------------------------|-----------------|---|---|---|---|---|-------|
| 1. | Number of administrative staff | 0,06 | | | | 4 | | 0,24 |
| 2. | Quality of administrative staff | 0,07 | | | | 4 | | 0,28 |
| 3. | Number of functional personnel | 0,06 | | | | 4 | | 0,24 |
| 4. | Functional power quality | 0,08 | | | | 4 | | 0,32 |
| 5. | Number of cooperating companies | 0,10 | | | 3 | | | 0,30 |
| 6. | Continuity of cooperation | 0,06 | | | 3 | | | 0,18 |
| 7. | Ease of payment | 0,07 | | | | 4 | | 0,28 |
| 8. | Ability to build good relationships | 0,09 | | | | 4 | | 0,36 |
| 9. | Company loyalty | 0,05 | | | 3 | | | 0,15 |
| 10 | MCU service type | 0,04 | | | | 4 | | 0,16 |
| 11 | MCU service waiting room | 0,07 | | | | 4 | | 0,28 |
| 12 | MCU service examination room | 0,08 | | | 3 | | | 0,24 |

| | | | | |
|---------------|---------------------------------------|----------------|---|-------------|
| 13 | Medical equipment in the MCU room | 0,09 | 3 | 0,27 |
| 14 | Non-medical equipment in the MCU room | 0,08 | 4 | 0,32 |
| Amount | | 1,00 | | 3,62 |
| | | Average | | 0,26 |

Based on the results of the evaluation of internal factors that have the potential as strengths (HR, cooperation with companies, facilities) in the development of MCU services at the Putri Hijau Hospital Level II Medan, of the 14 indicator variables of the strength of the MCU Putri Hijau Hospital Level II Medan obtained a score of 3.62 or the average value is 0.26. A total of 8 variables have scores above the average value, namely the quality of administrative staff (0.28), functional staff quality (0.32), number of collaborating companies (0.30), ease of payment (0.28), ability to foster good relationship (0.36), waiting room for MCU services (0.28), medical equipment in the medical check-up room (0.27), and non-medical equipment in the MCU room (0,32). As a strength factor, human resources in MCU services at the Putri Hijau Hospital Level II Medan both in quality and quantity are necessary for the success of an organization. The quality of human resources in the MCU Unit consists of functional staff and administrative staff, namely 1 doctor who doubles as the Head of the MCU, 2 nurses, and 2 administrative staff. In quantity, the number of human resources in the MCU unit is to the existing workload. MCU doctors are general practitioners who have taken a master's degree in Hospital Management. The educational background of the MCU doctor is very supportive of services at the MCU Unit.

In the future, in determining the need for MCU personnel at Putri Hijau Hospital Level II, Medan, it must be based on workload analysis. The fact that has happened so far is that the recruitment process is not perfect. This condition has an unfavorable impact on the development of existing human resources, so efforts are needed to develop human resources both through education and training to optimize MCU services. This is to the statement from the interviewed informants that there is no human resource development (education and training) related to MCU services at the Putri Hijau Hospital Level II Medan. The quantity and quality of reliable human resources will have a positive impact on the hospital. The development of the industrial sector, especially in urban areas, from year to year encourages the absorption of labor in this sector. Considering that more than 80% of Medan Putri Hijau Hospital MCU recipients are more than 80% from companies, insurance, and military agencies. Opportunities to establish cooperation in MCU services with industrial companies, especially in Medan City and its surroundings are still wide open. The number of companies that collaborate with hospitals, where the Putri Hijau Hospital Level II Medan as the MCU service provider for employees or employees, as well as prospective members of the military, become a force in the development of MCU services. Likewise, insurance partners who have good cooperation with Putri Hijau Hospital Level II Medan are the starting point for the development and offering of other health services, including MCU. Cooperation with private and state-owned companies is carried out continuously through the introduction of new equipment products at the Putri Hijau Hospital Level II Medan to companies that have done MCU or companies that are the target of cooperation.

Tables 4. Weaknesses of MCU Putri Hijau Hospital Level II Medan
Compared to Competing Hospitals

| No | Variable | Variable Weight | 1 | 2 | 3 | 4 | 5 | Score |
|---------------|--|-----------------|---|---|---|---|---|-------------|
| 1. | Marketing Installation | 0,13 | | | 3 | | | 0,39 |
| 2. | Marketing organization | 0,12 | | | 3 | | | 0,36 |
| 3. | Marketing Facility | 0,10 | | | 3 | | | 0,30 |
| 4. | Marketing Fund | 0,11 | | | 3 | | | 0,33 |
| 5. | Marketing managerial skills | 0,12 | | | | 4 | | 0,48 |
| 6. | Management Information System | 0,07 | | | 3 | | | 0,21 |
| 7. | Self-funded hospital | 0,08 | | | | 4 | | 0,32 |
| 8. | MCU rate adjustment | 0,08 | | | | 4 | | 0,32 |
| 9. | Condition of the examination room area | 0,11 | | | 3 | | | 0,33 |
| 10 | Place the MCU waiting room | 0,08 | | | 3 | | | 0,24 |
| Amount | | 1,00 | | | | | | 3,28 |

Average

0,33

Based on the results of the evaluation of internal factors that have the potential to be weaknesses (organization and marketing management, financing status, room facilities) in the development of MCU services at the Putri Hijau Hospital Level II Medan, out of 10 indicators of the weakness of the MCU Putri Hijau Hospital Level II Medan, a score of 3 was obtained. .28 or the average value of 0.33. A total of 5 variables have a score equal to or above the average value, namely marketing installation (0.39), marketing organization (0.36), marketing funds (0.33), marketing managerial ability (0.48), and marketing conditions. the size of the examination room (0,33).The internal factor as a weakness in the MCU service at the Putri Hijau Hospital Level II Medan is that the marketing installation activities have not been planned and have not been included in the activity plan program for the Medan Putri Hijau Level II Hospital so that there is no marketing installation. Putri Hijau Hospital Level II Medan plans to establish a marketing organization but the existing human resources are not sufficient to do MCU marketing. There needs to be a marketing training plan for MCU service staff.The limited marketing organization of MCU services is a weakness in the development of MCU.

The parties who play a role in marketing MCU services are the MCU unit and the marketing department.This condition also occurred at the Putri Hijau Hospital Level II Medan the marketing facilities were not adequate so it became a weakness in the development of MCU services. In addition, there are no special marketing funds for the development of MCU services, so far the marketing funds have been taken from other budgets. Marketing managerial ability is one of the weaknesses with the highest score. This shows that the organization needs to have staff with good managerial skills to improve MCU promotions and services to the general public, and state-owned and private companies in Medan City. Another factor that weakens the development of MCU services is the size of the MCU examination room. The condition of the MCU examination room is a weakness in the development of MCU services because the examination room has been carried out in an outpatient room. These weaknesses must be resolved so that they can become strengths in the development of the MCU at the Putri Hijau Hospital Level II Medan.

4.2.2. Analysis of External Factors at Putri Hijau Hospital Level II Medan

External factor analysis was carried out based on the SWOT analysis guide with 5 opportunity variables and 5 threat variables, each of which was analyzed and compared with competitors. The weighted value of each item is the magnitude of the influence of these factors on the condition of the Medan Putri Hijau Level II Hospital compared to the main competitor of Pirngadi Hospital Medan.

Tables 5. Assessment of External Factor Weighted Value by Key Personnel at Putri Hijau Hospital Level II Medan

| No | Variable | Direc | Head | Head | Speci | Medical | Den | Head | Results |
|-----------|---------------------------------------|-------|---------|--------|--------|---------|------|----------|---------|
| | | tor | of | of | a-list | Records | tist | of | |
| | | | Medica | Financ | Docto | | | Admin | |
| | | | I | e | r | | | istratio | |
| | | | Service | III | IV | V | VI | n | Average |
| | | | s | | | | | | |
| | | | I | II | III | IV | V | VI | VII |
| I | OPPORTUNITIES | | | | | | | | |
| 1. | Labor Law | 5 | 4 | 5 | 4 | 4 | 3 | 4 | 4,1 (4) |
| 2. | Military recruits | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5,0 (5) |
| 3. | Military Agency Policy | 4 | 5 | 4 | 5 | 5 | 4 | 3 | 4,3 (4) |
| 4. | Number of companies that cooperate | 3 | 4 | 3 | 4 | 4 | 4 | 4 | 3,7 (4) |
| 5. | Distance between company and hospital | 3 | 3 | 4 | 3 | 4 | 3 | 4 | 3,4 (3) |
| II | THREATS | | | | | | | | |
| 6. | Competitor hospital MCU quality | 4 | 4 | 3 | 4 | 3 | 3 | 3 | 3,4 (3) |
| 7. | Marketing | 3 | 3 | 2 | 2 | 2 | 2 | 3 | 2,4 (2) |

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| | | | | | | | | | |
|----|--|---|---|---|---|---|---|---|---------|
| 8. | Management Service/inspection facilities compared to other hospitals | 2 | 3 | 2 | 2 | 3 | 3 | 2 | 2,4 (2) |
| 9. | Types MCU offered | 3 | 3 | 2 | 3 | 2 | 2 | 3 | 2,6 (3) |
| 10 | The Covid-19 pandemic has reduced people's interest in doing MCU | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3,0 (3) |

Based on the results of the evaluation of external factors that have the potential as opportunities (policy of military agencies, the number of companies around) in the development of MCU services at the Putri Hijau Hospital Level II Medan, of the 5 indicator variables of the MCU opportunities of the Putri Hijau Hospital Level II Medan, a score of 4.08 was obtained. or an average value of 0.82. A total of 3 variables have values above the average, namely the Manpower Act (0.92), the acceptance of military recruits (1.05), and the number of companies that cooperate (0,92).

Tables 6. MCU Opportunity for Putri Hijau Hospital Level II Medan Compared to Competing Hospitals

| No | Variable | Variable Weight | 1 | 2 | 3 | 4 | 5 | Score |
|---------------|---------------------------------------|-----------------|---|---|---|---|---|-------------|
| 1. | Labor Law | 0,23 | | | | 4 | | 0,92 |
| 2. | Military recruits | 0,21 | | | | | 5 | 1,05 |
| 3. | Military Agency Policy | 0,20 | | | | 4 | | 0,80 |
| 4. | Number of companies that cooperate | 0,23 | | | | 4 | | 0,92 |
| 5. | Distance between company and hospital | 0,13 | | | 3 | | | 0,39 |
| Amount | | 1,00 | | | | | | 4,08 |
| | | Average | | | | | | 0,82 |

One of the opportunities in the development of MCU services is the existence of labor law. The law requires every company to conduct periodic inspections of its workforce. The law that regulates periodic inspections is the Manpower Law Number 1 of 1970 concerning work safety. There are 3 mandatory occupational health checks, namely pre-employment health checks, periodic health checks, and special health checks. Another variable as an opportunity in the development of MCU services at the Putri Hijau Hospital Level II Medan is the acceptance of military recruits. This opportunity has the highest score compared to the other 4 variables because the Putri Hijau Hospital Level II Medan is a hospital designated for medical examinations for prospective military members, which is not owned by other competing hospitals in Medan City. Every year thousands of prospective military members register to become members of the TNI and one of the requirements is that each candidate performs MCU. Another opportunity in developing MCU services at the Putri Hijau Hospital Level II Medan is that many companies are collaborating. Until now, as many as 21 companies have collaborated with the Putri Hijau Hospital Level II Medan and continue to collaborate with companies in the city of Medan to carry out MCU examinations. Opportunities to collaborate with companies in the city of Medan are getting wider because after the Covid-19 pandemic, the economy began to grow and many companies recruited new employees or employees and required physical and mental health checks.

Tables 7. The threat of Medical Check-Up Putri Hijau Hospital Level II Medan Compared to Competing Hospitals

| No | Variable | Variable Weight | 1 | 2 | 3 | 4 | 5 | Score |
|----|---|-----------------|---|---|---|---|---|-------|
| 1. | Competitor hospital MCU quality | 0,19 | | | 3 | | | 0,57 |
| 2. | Marketing Management | 0,22 | | 2 | | | | 0,44 |
| 3. | Service/inspection facilities compared to other hospitals | 0,23 | | 2 | | | | 0,46 |
| 4. | Types MCU offered | 0,16 | | | | 3 | | 0,48 |
| 5. | The Covid-19 pandemic has reduced | 0,20 | | | | 3 | | 0,60 |

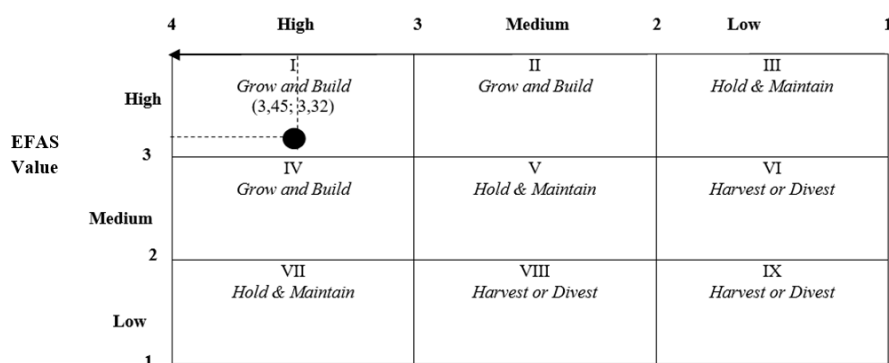
| | | |
|--------------------------------|-------------|-------------|
| people's interest in doing MCU | | |
| Amount | 1,00 | 2,55 |
| Average | | 0,51 |

Based on the results of the evaluation of external factors that have the potential to be a threat (Quality of competitor facilities and infrastructure, Covid-19 pandemic) in the development of MCU services at Putri Hijau Hospital Level II Medan, of the 5 variable indicator opportunities for MCU Putri Hijau Hospital Level II Medan obtained a score of 2.55 or the average value of 0.51. A total of 2 variables have values above the average, namely the quality of the MCU of competing hospitals (0.57) and the Covid-19 pandemic which has reduced people's interest in doing MCU (0.60). One of the threats in the development of the MCU at Putri Hijau Hospital Level II Medan is the quality of the MCU of competing hospitals. Private hospitals are a threat to the Medan Putri Hijau Level II Hospital in terms of MCU quality. This is because private hospitals have better quality or MCU quality, especially in the equipment used is more sophisticated than that of the MCU. This threat needs to be anticipated by introducing MCU services at Putri Hijau Hospital Level II Medan to the wider community, providing fast and accurate, and friendly service so that customers continue to use MCU services at Putri Hijau Hospital Level II Medan. Another threat factor that is currently happening and experienced by almost all existing MCU services is the Covid-19 pandemic which requires individuals to limit activities and meetings with other people because they can be a source of transmission of the Covid-19 virus. This condition resulted in many people delaying the MCU examination. The anticipation made by the Medan Putri Hijau Level II Hospital during the Covid-19 pandemic is to continue to apply strict health protocols and assure customers that efforts to prevent Covid-19 with strict health protocols can prevent the transmission of the virus. The health protocol carried out at the MCU service at Putri Hijau Hospital Level II Medan is by using a mask, washing hands before and after carrying out activities with soap and running water, and maintaining a good distance while waiting in the living room and during examinations.

4.2.3. SWOT Analysis

Based on the calculation of the Internal Factor Analysis Strategic (IFAS), the strength factor weight is 3.62, which is greater than the weakness factor weight, which is 3.28. Meanwhile, based on the External Factor Analysis Strategic (EFAS) calculation, the opportunity factor weight is 4.08, which is greater than the threat factor weight is 2.55. The total average value of IFAS is 3.45, the result of the calculation is 3.62 (strengths) minus 3.28 (weaknesses). The total average value of IFAS is 3.32, the result of the calculation is 4.08 (opportunities) minus 2.55 (threats). So that the IFAS-EFAS matrix can be made as follows:

Tables 8. IFAS – EFAS Matrix



The position of the MCU service at Putri Hijau Hospital Level II Medan is in Cell I, namely Grow and Build, in this position the alternative MCU service strategy focuses on growth and building.

Based on the IFAS Matrix and EFAS Matrix, a SWOT analysis was carried out. From the total value of the weighted score, the following calculations can be made:

- Strength weight score – Weakness weight score = 3,62 – 3,28 = 0,34
- Opportunity weight score – Threat weight score = 4,08 – 2,55 = 1,53

The following is an overview of the Cartesian diagram of a SWOT analysis:

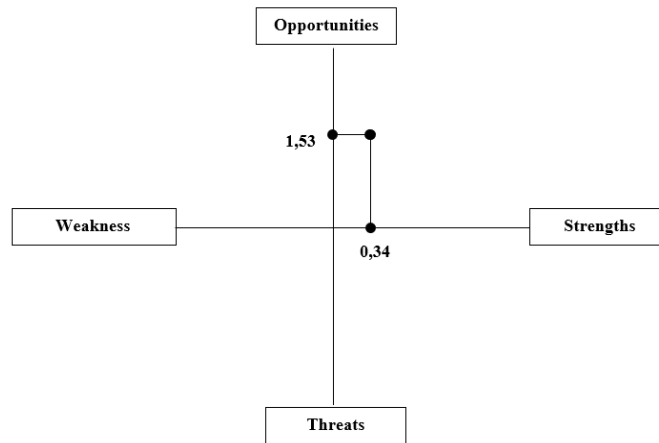


Fig 1. MCU Strategy Position at Putri Hijau Hospital Level II Medan
 Furthermore, the MCU SWOT Matrix at Putri Hijau Hospital Level II Medan is as follows:

Table 9. SWOT Matrix Medical Check Up Putri Hijau Hospital Level II Medan

| | | | |
|-------------|---|---|---|
| EFAS | IFAS | <p>Strengths (S)</p> <ol style="list-style-type: none"> 1 Number of administrative staff 2 Quality of administrative staff 3 Number of functional personnel 4 Quality of functional power 5 Number of cooperating companies 6 Continuity of cooperation 7 Ease of payment 8 Ability to build good relationships 9 Company loyalty 10 Types of MCU service 11 MCU service waiting room 12 MCU service inspection room 13 Medical equipment in the MCU room 14 Non-medical equipment in the MCU room | <p>Weakness (W)</p> <ol style="list-style-type: none"> 1 Marketing Installation 2 Marketing organization 3 Marketing Facilities 4 Marketing funds 5 Marketing managerial skills 6 Management information system 7 Self-funded hospitals 8 MCU rate adjustment 9 Condition of examination room area 10 Location of the MCU waiting room |
| | <p>Opportunities (O)</p> <ol style="list-style-type: none"> 1. Labor Law 2. Admission of military recruits 3. Policy of Military Agencies 4. Number of companies that cooperate 5. Distance between company and hospital | <p>SO Strategy (Quadrant 4)</p> <ol style="list-style-type: none"> 1. Optimizing MCU services according to military agency policies. 2. Improving cooperation with state-owned and private companies | <p>WO Strategy (Quadrant 3)</p> <ol style="list-style-type: none"> 1. Improve the role and function of MCU's marketing 2. Optimizing MCU's marketing management |
| | <p>Threats (T)</p> <ol style="list-style-type: none"> 1. Competitor hospital MCU quality 2. Marketing management 3. Service/examination facilities compared to other hospitals 4. Types of MCU offered 5. The Covid-19 pandemic has | <p>ST Strategy (Quadrant 2)</p> <ol style="list-style-type: none"> 1. Improve the quality of the MCU 2. Increase company loyalty 3. Implementation of health protocols during the Covid-19 pandemic | <p>WT Strategy (Quadrant 1)</p> <ol style="list-style-type: none"> 1. Improving the quality of MCU services 2. Optimizing existing marketing human resources through education and training |

| | | |
|--|--|--|
| reduced people's interest in doing MCU | | |
|--|--|--|

Based on the results of research using IFAS and EFAS calculations that the position of the MCU service at Putri Hijau Hospital Level II Medan is in Cell I, namely Grow and Build, in this position the alternative MCU service strategy focuses on growth and development. Based on the position of the SWOT diagram, the strategy used is SO (using strength (S) to achieve opportunities (O)). The position in quadrant 4 is a very favorable situation for the MCU Putri Hijau Hospital Level II Medan to maximize the strengths (S) and opportunities (O) that exist, namely by optimizing MCU services according to military agency policies, and increasing collaboration with state-owned and private companies. The strategy taken to maximize strengths and opportunities, namely the general market development strategy, can be done by forming a marketing unit. This unit is in charge of coordinating the marketing field from planning to supervising the course of services. The basic component of a market development strategy is product reliability. Product development is developing existing products at the Putri Hijau Hospital Level II Medan. The product is made more attractive to the defined target market. This is directly related to product quality improvement. Products are offered in the form of MCU inspection packages. Attention to product packages that are more salable in the market needs to be carried out more optimally to push them to the right target market. Community needs will always develop as well as the need for health services. For this reason, the MCU packages at Putri Hijau Hospital Level II Medan should be flexible to follow trending health problems. Most of the MCU is carried out by the upper-middle class with sufficient education levels, living in urban areas, for that MCU service product offerings need to be carried out through seminar activities.

V. CONCLUSION

Based on the results of the research that has been done, it can be concluded as follows:

1. Internal factors that have the potential as strengths in the development of MCU services at the Putri Hijau Hospital Level II Medan are the quality of administrative staff, quality of functional staff, number of collaborating companies, ease of payment, ability to build good relations, waiting room for MCU services, medical and non-medical equipment in the MCU room.
2. Internal factors that have the potential as weaknesses in the development of MCU services at the Putri Hijau Hospital Level II Medan are marketing installations, marketing organizations, marketing funds, marketing managerial capabilities, and the condition of the size of the examination room.
3. External factors that have the potential as opportunities in the development of MCU services at the Putri Hijau Hospital Level II Medan are the labor law, recruitment of military recruits, and many companies that cooperate.
4. External factors that have the potential to be a threat to the development of MCU services at the Putri Hijau Hospital Level II Medan, namely the quality of the MCU of competing hospitals, and the Covid-19 pandemic.
5. MCU services at Putri Hijau Hospital Level II Medan are in Cell I, namely Grow and Build, focusing on growth and building. SWOT analysis of MCU services that is very profitable for Putri Hijau Hospital Level II Medan by maximizing the strengths (S) and opportunities (O) that exist, namely by optimizing MCU services according to military agency policies, and increasing collaboration with state-owned and private companies.

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