Strategy for Increasing the Number of Patient Visits in Private Clinics

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ABSTRACT

This study aims to analyze the strategy to increase the number of patient visits, the obstacles that arise, and the strategies to increase the number of patient visits in private clinics. The research method uses a descriptive method with an inductive approach. Data collection through observation and interviews. Data analysis techniques using the triangulation method. The strategy for private clinics in Denpasar, Bali, especially the Bina Usada Clinic, Soa Gatotkaca Clinic, and BIC Clinic, is a growth strategy by serving all patients well regardless of patient background, following technological developments in the health sector. Constraints that arise in the strategy to increase the number of patient visits to private clinics, namely inadequate facilities and infrastructure such as parking lots, laboratories, home services, and decision-making that requires coordination with central leadership and the desire of patients who prefer specialist examinations but collided with the clinical, operational permit. The efforts to increase the number of patient visits to private clinics are implementing good service and professionalism, improving facilities and infrastructure that support clinical operations, and preparing for accreditation to become a quality clinic.

I. INTRODUCTION

Health is a reference for measuring the level of welfare of the population in a country. If the population experiences an increase in health, it can be said that the country’s population has also experienced an increase in welfare. Law Number 23 of 1992 states that health is physical, spiritual, and social well-being, which provides opportunities for every human being to have a productive life in terms of society and the economy. Meanwhile, Government Regulation of the Republic of Indonesia No. 47 of 2016 regarding Health Facilities requires providers to provide services that promote, prevent, curate, and rehabilitate. Health institutions provide health services in the form of private services and community services. According to Health Ministry Law Number 7 of 2016, the types of health facilities are independent doctor practice locations, health centers, clinics, hospitals, pharmacies, blood transfusion units, optical, health laboratories, medical facilities for legal purposes, and traditional medicine.

According to the Asian Development Bank (ADB), Indonesia’s wellness index was at 57.70. The index is above Cambodia, Laos, Myanmar, and the Philippines. However, it is still lower than Malaysia, Singapore, Thailand, and Vietnam. Malaysia’s health index is 69.12, Singapore’s is 78.96, Thailand’s is 59.40, and Vietnam’s is 65.83 (Ali, 2018).

The World Health Organization (WHO) stated that Indonesia is in a “doctor’s emergency” and has not been able to reach (the golden line), namely the condition where a country is said to have been successful and holds responsibility for its population in the context of health. WHO said that Indonesia is in a red line, where the number of doctors and health workers in Indonesia is not proportional to the increasing population.

The low health index and the low number of health workers have made the government try to improve Indonesia’s health quality. Implementing health development has resulted in a significant increase in health status. However, its utilization has not been evenly distributed throughout society in Indonesia, especially in remote areas such as coasts, small islands, and expansion areas. Basic health institutions have an important role in improving the health status of Indonesian people in their respective regions. These services must comply with requirements such as availability and continuity, acceptable and appropriate, not difficult to access, and high quality. Regulations related to the clinic, namely the Minister of Health of the Republic of Indonesia No. 9 of 2014, regulate the definition, conditions, and clinical administration. Clinics play a role in improving the health of the population. Population growth and the economic boom have increased the need for quality services, which affects the entire population. The problem of limited accessibility and equal distribution of health service facilities occurs in underdeveloped areas, border areas, and islands. It is also related to clinical service capacity, which is not directly proportional to the large population found in urban areas. This condition often creates unhealthy competition between individuals who use services to obtain priority services, making it difficult for those who cannot afford health services because of all the limitations.

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Providing the best possible service is a challenge for clinic managers because the services they provide impact the quality of life of their patients. Clinics must improve the quality of their facilities, services, and independence that are included in the national health service system. Therefore, clinics must be led by actors who can realize efficient operations, excel in quality, innovate, and excel to respond quickly to requests from their patients. When receiving and then caring for patients who carry out outpatient care, each of which has various characteristics, the clinic must be able to try to listen to the voice of consumers and know that all users of health facility services must also be prepared to meet the expectations of their health service users. This situation aligns with health workers who always provide assistance and services to patients as consumers. The main problem for a health facility is the increasing number of competitors. Therefore, clinics must always maintain the quality of their services and try to increase consumer confidence by improving the quality of their services so that patients keep coming back. Clinics must also be careful in assessing consumer needs to be able to fulfill requests and fulfill a sense of satisfaction with the services provided.

Customer satisfaction requires the implementation of different strategies both for customers who have used their products or services as well as potential customers. Satisfied customers can create repeated buying activities and increased publicity and create customers with good loyalty. Factors affecting business competitiveness are the basis formed by the loyal attitude of customers to their products and services. A strong brand is an essential element of any business. Because the benefits received differ from increasing perceived quality, brand loyalty, greater profit margins, and opportunities for brand expansion. More than just a source of identity and differentiation, brands play an important role in marketing. Customer perception of the brand image also affects customer value. The quality of products and services usually explains the brand image, so a strong brand image creates high customer value.

Health services at the clinic include outpatient services, which are the focus of the clinic’s targets. This is because there are more outpatients than inpatients. Outpatients are a significant target market and are expected to provide a balance to the income generated by inpatients. Of course, it increases the income of the clinic. The human factor as a service provider to the public is considered very important to provide quality services. The quality of service depends on the workers and the system used. Doctors, nurses, and medical and non-medical support staff who work in clinics must understand how to provide adequate customer service. The capability of a clinic to fulfill patient requests can be measured in patient satisfaction so that patients always seek treatment at a well-run clinic. Patients who encounter dissatisfaction are observed to file complaints to the clinic. If complaints are not handled promptly, patient satisfaction is low, leading to repeat visits and poor efficiency of clinic medical services.

Customer satisfaction gives expectations of a product or service. Regarding patient satisfaction and the quality of clinical services, they repeatedly complained about the quality of clinical services, especially outpatient services, through the local mass media. Complaints about clinical performance are also submitted via Google Forms and clinic suggestion boxes. This shows that clinics with adequate facilities fail to provide services meeting customer expectations and needs.

Today’s developments make people increasingly want to seek health information. Health needs influence society because people choose health facilities to serve themselves best. Clinics must focus on improving services and feeling satisfied after receiving health services that their patients feel. Clinics are required to provide quality services to keep patients coming back. The number of visits shows the patient’s interest in returning to the services they experience. A decrease in the number of visits indicates a problem with service. The government and the private sector have carried out various actions to increase their ability to provide quality services to their communities. Hospitals and clinics are facing stiff competition due to the proliferation of clinics and hospitals. Urban communities that are consumers have a more dominant position because they have more options for hospitals and clinics to provide their health services. Under similar circumstances, people are increasingly paying attention to health services. Hospitals and clinics need to develop competitive strategies to survive and remain competitive. Corporate strategy is an overall plan related to the company’s efforts to achieve its work goals (Yunus, 2016).

The competitive advantage of healthcare facilities is closely related to their management efforts. One of the most important efforts is the implementation of strategic management plans in various aspects. Strategic planning is an activity in determining the direction and resource allocation based on various analytical tools, including SWOT analysis (Strengths, Weaknesses, Opportunities, and Threats) (Mustofa, 2018). Companies can see the internal conditions of all companies and their current position externally, used as a guide in planning and determining ways to achieve work goals in the long term (Ali, 2018).

Health is a necessity that people seek. Therefore, medical services are required to be optimal. The high demand for health services has the potential to open government and private hospitals and clinics with medical institution services (Kotler & Armstrong, 2008). Due to the dynamic environment, companies expect a plan including high competition, rising inflation, slowing economic growth, dynamics of cutting-edge technology, and demographic shifts causing shifts in dynamic market desires. In connection with changes in strategy by companies or other competitors, including price, marketing, product strategy, and management, change needs to be considered (Reza et al., 2020).

The more patients who come to the clinic, the better the service offered by this clinic and the more able it is to compete with other clinics. To survive in the market, private clinics are expected to develop their strategy focusing on clinic deficiencies, including the absence of an agenda to assess clinical performance and management achievements. So, this assessment is considered crucial in assessing the competitive strength of the clinic (Nuridin & Tiarah, 2019). Evaluation is necessary for monitoring the clinic’s growth level and the quality of its services. Evaluation, of course, will enable the clinic to develop further and improve its
performance. This study aims to analyze the strategy to increase the number of patient visits, the obstacles that arise, and the strategies to increase the number of patient visits in private clinics.

II. LITERATURE REVIEW

A. SWOT Analysis

SWOT analysis is used in planning business activities. SWOT analysis identifies factors in the formulation of its corporate strategy. SWOT describes a strategy with a more straightforward method and has situational value (Zen & Qurtubi, 2019). The analysis is based on logic in exploiting its strengths and opportunities while reducing its weaknesses and threats. Strategic decision-making must consider internal factors, namely strengths and weaknesses, and external factors, namely opportunities and threats.

B. Patient Visit

Visits are matters, activities, processes, results of visits, departures, and arrivals to a place or activity. Outpatient visits are the number of new visits and old outpatient visits. This difference can be seen in the indicators that describe the number of hospitals (public and private), the number of available beds, and the ratio of beds to the population (Laksono, 2016).

C. Clinic

A clinic is a health service facility that organizes and provides basic and specialist medical services, organized by more than one type of health worker and led by a medical worker. Forms of clinical services can be outpatient care, inpatient care, one-day care, and 24-hour service in 7 days. It should also be emphasized that inpatient care clinics must have a license. The clinic can be owned by individuals or legal entities (Nugraha, 2022).

D. Previous Research

Sutedjo (2022), Using case study qualitative research. The results show that the position of RSKG Ny R.A. Habibie is in quadrant 2, namely hold and maintain, namely the marketing mix.

Nugraha (2022), Using a descriptive qualitative method. The results show that the RSDM Aesthetic Clinic has completeness of medical equipment, experts, facilities, location, and weaknesses, namely marketing, clinical image, and regulation. A suitable generic strategy is a service product differentiation strategy.

Limirang and Bachtiar (2021), Using quantitative-qualitative operational research. The results show that the 4C factors increase visits and care to the dental polyclinic. The right strategy is product development and market penetration, such as e-medical records, online registration, and online promotional media such as websites and social media.

III. RESEARCH METHOD

The research method uses a descriptive method with an inductive approach. This study uses three clinics, including (1) Denpasar BIC Clinic, a clinical branch of one of the well-known private hospitals in Jakarta. This clinic also prioritizes health services for mothers and children. This clinic has only been established for about a year but still adapts to the surrounding environment. (2) SOS Gatotkaca Clinic is a private clinic that has been around for decades and is proliferating by becoming many health partners for local and national companies. However, access to this clinic is in a densely populated area with limited vehicle access. (3) Bina Usada Clinic is located on main roads and many economic business places, such as shops, hotels, restaurants, workshops, and others. This clinic is also one of the developments of the Bina Usada College of Health Sciences, where the management of the two cannot be separated. Data was collected through observations and interviews with clinic leaders, general practitioners, pharmacists, nurses, the registration department, and marketing. Where the total number of informants is 18 people, data analysis techniques use the triangulation method.

IV. RESULTS AND DISCUSSION

A. Strategies to Increase the Number of Patient Visits in Private Clinics

In understanding the organization, the strategy concept relates to the organization’s direction, goals, and position in the surrounding environment. Strategy plays an important role in the current era of global trade when competition is getting tougher. The strategy is based on an integrated and comprehensive analysis. This means that after the formulation of the strategy, all elements of the organization, from a long-term perspective, strategies are formulated to implement the vision and mission of the company. From several clinics, there are still many shortcomings and advantages in making the best private clinic in Denpasar Bali to serve a diverse community, both local people and foreign people who visit Bali.

The strategy for private clinics in Denpasar, Bali, especially the Bina Usada Clinic, the Sos Gatotkaca Clinic, and the BIC Clinic, is to serve patients well regardless of the patient’s identity, both inpatient and outpatient services if the clinic has these services, as well as from the price without differentiate, as well as services from human resources both from doctors, nurses, midwives prioritizing services that can satisfy patients when seeking treatment at private clinics in Denpasar, Bali, running a clinic by keeping abreast of technological developments in the health sector.

In implementing the strategy to increase the number of patients in private clinics, the study used two two-way analyses: SWOT and TOWS, SWOT stands for Strengths (S), Weaknesses (W), Opportunities (O), and Threats (T). The parameters S and W are elements of internal factors, whereas O and T are external factors. The SWOT analysis is used for further analysis regarding approaches to increase the number of patients in private clinics. The summary analysis of the strategy for increasing the number of patients in private clinics is with SWOT analysis (see Table I).
Based on the SWOT analysis, the strategy to increase the number of patients in private clinics can be maximized by looking at the existing strengths and opportunities and minimizing the threats and weaknesses. Based on the weighting and rating results, the total value is obtained, which is the strength value of 1.65. The total value of weakness is 1.17. The opportunity value is 1.70, and the threat value is 1.15. These values can represent how much

**TABLE I: SWOT ANALYSIS**

<table>
<thead>
<tr>
<th>Strategic Factors</th>
<th>Weight</th>
<th>Rating</th>
<th>Value</th>
<th>Strategic Factors</th>
<th>Weight</th>
<th>Rating</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Providing the best service and done in a professional manner</td>
<td>0.20</td>
<td>4</td>
<td>0.80</td>
<td>- Collaborating with external parties such as insurance companies, hotels, and specific communities to increase the number of patients</td>
<td>0.15</td>
<td>4</td>
<td>0.60</td>
</tr>
<tr>
<td>- 24-hour clinic service</td>
<td>0.10</td>
<td>3</td>
<td>0.30</td>
<td>- Superior HR</td>
<td>0.15</td>
<td>3</td>
<td>0.45</td>
</tr>
<tr>
<td>- Strategic location</td>
<td>0.10</td>
<td>3</td>
<td>0.30</td>
<td>- Collaborate with specialists</td>
<td>0.10</td>
<td>3</td>
<td>0.30</td>
</tr>
<tr>
<td>- Many people know the clinic</td>
<td>0.05</td>
<td>2</td>
<td>0.10</td>
<td>- Service program design and development</td>
<td>0.05</td>
<td>3</td>
<td>0.15</td>
</tr>
<tr>
<td>- Convenient clinic location</td>
<td>0.05</td>
<td>3</td>
<td>0.15</td>
<td>- Fulfillment of services according to developments</td>
<td>0.05</td>
<td>4</td>
<td>0.20</td>
</tr>
<tr>
<td>TOTAL S</td>
<td>0.50</td>
<td>1.65</td>
<td></td>
<td>TOTAL O</td>
<td>0.50</td>
<td>1.70</td>
<td></td>
</tr>
</tbody>
</table>

**TABLE II: THE TOWS MATRIX ANALYSIS APPROACH**

<table>
<thead>
<tr>
<th>Opportunities (O)</th>
<th>Strengths (S)</th>
<th>Weaknesses (W)</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Collaborating with external parties such as insurance companies, hotels, and specific communities to increase the number of patients</td>
<td>Providing the best service carried out by experienced and professional staff</td>
<td>Facilities and infrastructure</td>
</tr>
<tr>
<td>- Superior HR</td>
<td>- Strategic location</td>
<td>- Human resources are still limited in terms of numbers</td>
</tr>
<tr>
<td>- Collaborate with specialists</td>
<td>- Many people know the clinic</td>
<td>- Limited parking space</td>
</tr>
<tr>
<td>- Service program design and development</td>
<td>- Convenient clinic location</td>
<td>- The location of the clinic is far from tourist spots</td>
</tr>
<tr>
<td>- Fulfillment of services according to developments</td>
<td>- The range of services is still limited</td>
<td>- The range of services is still limited</td>
</tr>
</tbody>
</table>

**S-O Strategies**
- Improving service quality
  - Increase the number of specialist polyclinics to increase the number of patients
  - Collaborate with agencies and external parties
  - Add supporting services
  - Expand market share
  - Improving HR training programs

**W-O Strategies**
- Increase the capacity of paramedics
  - Develop and improve facilities and infrastructure
  - Promotion through various digital platforms
  - Complete medical equipment
  - Expanding the parking area so that it can add to the network
  - Develop new superior service products

**Threats (T)**
- Paramedics always want to go to school again as a specialization, so they tend to work in clinics for a very short time
- Long service will make the value of the clinic less, and people can turn to other clinical services
- A clinic permit is an absolute requirement for a clinic to be established in the future
- The number of clinics began to stand up a lot
- Many clinics with better facilities and infrastructure

**S-T Strategies**
- Keep abreast of new technological developments that support clinical services
- Improve the quality of existing services in a professional manner
- Adjustments to permits, facilities and clinical policies following regulations

**W-T Strategies**
- Serving customers with the best service
  - Form a marketing department to increase promotional activities
  - Conduct evaluations related to permits and other deficiencies based on applicable regulatory standards
  - Make improvements to facilities and infrastructure
  - Add HR
  - Fostering patient loyalty

Based on the SWOT analysis, the strategy to increase the number of patients in private clinics can be maximized by looking at the existing strengths and opportunities and minimizing the threats and weaknesses. Based on the weighting and rating results, the total value is obtained, which is the strength value of 1.65. The total value of weakness is 1.17. The opportunity value is 1.70, and the threat value is 1.15. These values can represent how much
influence these factors have on the strategy’s success in increasing the number of private clinic patients. Based on the results of the SWOT analysis, in seeking practical strategies, private clinics are increasing the number of patients with the TOWS Matrix analysis approach in the Badung Regency Government (see Table II).

Private Clinics have been in the quadrant to implement development strategies (growth) to increase the number of patient visits. So, for private clinics to survive and be reliable, they must carry out strategic management from all fields if they want to survive in the world of clinical business in Denpasar, Bali. By having a good strategy, the clinic business will run according to the clinic’s expectations in Denpasar, Bali. Good service and prices that are different from other clinics are carried out properly and professionally. Then, the patient will always return to visit the clinic.

B. Obstacles that Arise in the Strategy to Increase the Number of Patient Visits in Private Clinics

In the strategy of increasing the number of patient visits to private clinics, of course, some obstacles arise. The constraints that exist from this private clinic are inadequate facilities and infrastructure. Facilities and infrastructure include parking lots, laboratories, home service services, and other facilities that support services at the clinic. Obstacles include decision-making that requires coordination with central leadership and the desire of patients who want more examinations by specialists but collide with clinical operational permits. The availability of facilities and infrastructure is critical to patient comfort and needs. The lack of facilities and infrastructure will impact decreasing patient satisfaction, so patients will be reluctant to return to the clinic.

C. Efforts Made in the Strategy to Increase the Number of Patient Visits in Private Clinics

The first attempt is to carry out good service and professionalism. In increasing the number of patient visits at the clinic, providing exemplary service and professionalism supports increasing patient visits even with some limited facilities. However, it does not reduce the quality of service to patients so that patients feel benefited by the clinic’s existence. Patients are undoubtedly aware of and even expect to receive health services from health workers with the adequate knowledge, skills, and reputation needed to deal with the health problems they face professionally. By carrying out good service and professionalism, patients will always come back to visit the clinic in question.

The second effort is to improve facilities and infrastructure that support clinical operations. The availability of facilities and infrastructure in private clinics is very important. It must be improved, especially regarding patient needs and comfort so that they can provide satisfaction to patients because patients need a place that is complete, comfortable, and good service. By providing satisfaction to the patient, the patient will be loyal to the clinic and always come back to visit the clinic in question. In this way, it will also impact patient visits and increase patient visits to the clinic. The third effort is to prepare for accreditation to become a quality clinic.

V. CONCLUSION

The strategy for private clinics in Denpasar, Bali, especially the Bina Usada Clinic, Sos Gatotkaca Clinic, and BIC Clinic, is a growth strategy by serving all patients well regardless of patient background, following technological developments in the health sector. Constraints that arise in the strategy to increase the number of patient visits to private clinics, namely inadequate facilities and infrastructure such as parking lots, laboratories, home services, and decision-making that requires coordination with central leadership and the desire of patients who prefer specialist examinations but collided with the clinical, operational permit. The efforts to increase the number of patient visits to private clinics are implementing good service and professionalism, improving facilities and infrastructure that support clinical operations, and preparing for accreditation to become a quality clinic.

The theoretical implication of this study is that it can be used as additional information or a contribution to ideas in research on strategies to increase the number of patient visits to private clinics. Adding to the collection and repertoire of knowledge, especially in strategies to increase the number of patient visits to private clinics, the practical implication of this research is to increase knowledge and insight, both conceptually and technically, for further institutional development in field practice. The surveyed organizations’ practical implication of this research is to provide ideas or input for assessing clinical partners, especially management or structural, in developing clinical guidelines to increase patient visits to private clinics. The policy implication of this research is to provide insight and contribute ideas in making policies related to strategies to increase the number of patients in private clinics. Clinic owners, especially management or structural ones, can use a strategic management SWOT analysis strategy to increase the number of patient visits to private clinics in Denpasar, Bali, seen from each factor: strengths, weaknesses, opportunities, and threats.

This research only covers 3 private clinics in Denpasar, Bali. For this reason, future research is expected to add research informants with more than 3 clinics or by conducting research in different sectors such as digital media.

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