



Feasibility Study of Transforming RSIA Buah Hati into RSU Buah Hati Ciputat: Strategic Expansion for Healthcare Improvement in Tangerang Selatan

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ABSTRACT

This study investigates the feasibility of transforming RSIA Buah Hati Ciputat into RSU Buah Hati Ciputat, a Type C general hospital. The expansion is driven by the growing healthcare demands in Tangerang Selatan, where population growth and urban development have led to an increasing need for comprehensive medical services. The study evaluates both external factors, such as demographic trends, economic conditions, and regulatory requirements, and internal factors, including the hospital's current facilities, human resources, and financial status. A mixed-methods approach is employed, combining quantitative data analysis and qualitative insights. Financial analysis is conducted to determine the investment requirements, projected revenue streams, and cost structures, while SWOT analysis is utilized to assess the hospital's strengths, weaknesses, opportunities, and threats. The findings indicate that the expansion is financially viable and strategically advantageous, with strong potential to improve healthcare access and quality in the region. Key recommendations include investing in infrastructure upgrades, enhancing human resources, and securing adequate funding to support the expansion. The study concludes that transforming RSIA Buah Hati into a general hospital is a feasible project that aligns with the healthcare needs of the local community and provides significant opportunities for growth and development.

Keywords: Feasibility Study, RSIA Buah Hati, General Hospital, Healthcare Expansion

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1. Introduction

The demand for healthcare services in Tangerang Selatan has been on the rise due to rapid population growth and urbanization. In response to this demand, PT. Buah Hati Medika plans to upgrade RSIA Buah Hati Ciputat, a maternity and pediatric hospital, into RSU Buah Hati Ciputat, a Type C general hospital. This transformation aims to provide a broader range of healthcare services, including specialized medical care, to meet the diverse needs of the local population.

The primary objective of this study is to evaluate the feasibility of this expansion. This involves analyzing various factors such as the hospital's existing infrastructure, market demand, financial viability, and potential challenges. The study also aims to provide strategic recommendations to ensure the successful implementation of the expansion project.

This feasibility study is crucial for determining whether the proposed transformation will meet the healthcare needs of the community while ensuring the hospital's financial sustainability. By addressing the gaps in current healthcare services and leveraging the hospital's strengths, RSU Buah Hati Ciputat can become a leading healthcare provider in the region.

The external analysis focuses on the demographic, socio-economic, and regulatory environment of Tangerang Selatan, as these factors directly influence the feasibility of hospital expansion.

Demographics: Tangerang Selatan's population has been growing steadily, with an estimated population of over 1.5 million in 2015. This growth is driven by both natural population increase and migration from neighboring areas, particularly Jakarta. The city's population is characterized by a relatively young demographic, which increases the demand for pediatric and maternity services, as well as general healthcare services. The population density, particularly in urban centers like Ciputat, further exacerbates the need for additional healthcare facilities.

Socio-Economic Factors: The economic profile of Tangerang Selatan is another critical factor in the feasibility study. The city has a diverse economy, with significant contributions from the service sector, including healthcare, education, and retail. The





average income levels and educational attainment in the city are relatively high, which correlates with a greater awareness of healthcare needs and a willingness to pay for quality healthcare services.

Regulatory Environment: The expansion of RSIA Buah Hati into RSU Buah Hati Ciputat must comply with various regulatory requirements set by both local and national authorities. Key regulations include the Indonesian Hospital Law, which governs the classification and operation of hospitals, and local zoning laws that determine the appropriate land use for healthcare facilities. The study also considers the implications of healthcare accreditation standards, which are crucial for maintaining service quality and patient safety.

Healthcare Competition: The competitive landscape in Tangerang Selatan includes several well-established hospitals, both public and private. The study assesses the potential competitive pressures that RSU Buah Hati Ciputat may face, particularly from hospitals offering similar or superior services. This analysis is critical for identifying strategic opportunities to differentiate the hospital's service offerings and attract a loyal patient base.

The internal analysis examines the existing capabilities and resources of RSIA Buah Hati, focusing on infrastructure, human resources, technology, and financial health.

Infrastructure: RSIA Buah Hati currently operates as a specialized hospital with facilities primarily designed for maternity and pediatric care. The proposed expansion will require significant upgrades to the hospital's physical infrastructure, including the addition of new wards, operating theaters, diagnostic facilities, and outpatient clinics. The study evaluates the hospital's current capacity and identifies the necessary infrastructure investments to support the expanded range of services.

Human Resources: The hospital's workforce is a critical factor in the success of the expansion. RSIA Buah Hati currently employs a team of healthcare professionals, including doctors, nurses, and administrative staff, who are experienced in maternity and pediatric care. However, the expansion into a general hospital will require additional specialists in fields such as internal medicine, surgery, and emergency care. The study





assesses the availability of qualified healthcare professionals in the region and the hospital's capacity to attract and retain these professionals.

Technology: Advanced medical technology is essential for providing high-quality healthcare services. RSIA Buah Hati has already invested in essential medical equipment, such as ultrasound machines, mammography units, and laboratory facilities. The expansion will require further investment in specialized equipment, including diagnostic imaging, surgical instruments, and intensive care units. The study evaluates the hospital's current technological capabilities and identifies gaps that need to be addressed to meet the standards of a Type C general hospital.

Financial Health: A thorough financial analysis is conducted to assess the hospital's current financial position and the feasibility of funding the expansion. This includes an evaluation of the hospital's revenue streams, operating costs, and profitability. The study also considers potential sources of funding for the expansion, such as private investment, bank loans, and government grants. Financial projections are developed to estimate the expected return on investment (ROI) and the break-even point for the expanded hospital.

2. Research Methods

This study adopts a mixed-methods approach, combining both quantitative and qualitative research methods to provide a comprehensive assessment of the feasibility of transforming RSIA Buah Hati into RSU Buah Hati Ciputat.

Quantitative Analysis:

- **Financial Analysis:** This includes calculating key financial metrics such as Return on Investment (ROI), Net Present Value (NPV), and break-even analysis to assess the financial viability of the expansion. Revenue projections are based on expected patient volumes, service pricing, and reimbursement rates. The analysis also includes a cost-benefit analysis, comparing the investment costs with the anticipated benefits.
- **Market Analysis:** Demographic data, including population growth and healthcare needs, are analyzed to forecast potential patient volumes. Competitor analysis is conducted to understand the local healthcare market and identify gaps that the new general hospital could fill.





Qualitative Analysis:

- **Stakeholder Interviews:** Interviews are conducted with hospital management, healthcare professionals, and community representatives to gather insights on the perceived need for the expansion and the expected impact on the local community.
- **SWOT Analysis:** A SWOT analysis is used to evaluate the hospital's internal strengths and weaknesses, as well as external opportunities and threats. This helps in identifying strategic areas of focus for the expansion.

Scenario Analysis: Different scenarios are developed to explore potential outcomes and risks associated with the expansion. This includes best-case, worst-case, and most likely scenarios, each evaluated for their financial and operational implications.

3. Results and Discussion

a. External and Internal Analysis

- **External Factors:** The demographic analysis reveals that Tangerang Selatan has a growing and relatively young population, which increases the demand for healthcare services. The economic conditions in the region are favorable, with rising income levels that support the affordability of healthcare services. Regulatory analysis indicates that the expansion must comply with both local zoning laws and national healthcare regulations, which govern hospital operations and classifications.
- **Internal Factors:** RSIA Buah Hati currently operates as a specialized hospital with a strong reputation in maternity and pediatric care. The hospital's infrastructure, however, will require significant upgrades to meet the standards of a Type C general hospital. Human resources are another area of focus, with the need to recruit additional specialists in various medical fields. The hospital's financial health is sound, with steady revenue streams from its current operations, but the expansion will require substantial capital investment.

b. SWOT Analysis

- **Strengths:** The hospital's strategic location in Ciputat, its established brand, and its loyal patient base are significant strengths. The hospital's management team





has demonstrated competence in running the current operations efficiently, which will be critical in managing the expanded services.

- **Weaknesses:** The need for additional infrastructure, specialized personnel, and advanced medical equipment are key weaknesses. The hospital's current focus on maternity and pediatric care may limit its ability to immediately transition into a full-service general hospital.
- **Opportunities:** The growing population and increasing demand for healthcare services in Tangerang Selatan present significant opportunities. The expansion will allow the hospital to offer a broader range of services, attract a larger patient base, and increase revenue. There is also the opportunity to introduce advanced medical technologies and procedures that are not currently available in the region.
- **Threats:** Competition from other hospitals in the area, particularly those offering specialized services, poses a threat. Regulatory hurdles and the potential for delays in obtaining the necessary permits could also impact the expansion timeline. Additionally, the financial risks associated with the large capital investment required for the expansion must be carefully managed.

c. Financial Analysis

The financial analysis shows that the expansion project is feasible, with a projected ROI that justifies the capital expenditure. The initial investment required for construction, equipment, and staffing is significant, but the projected revenue streams from the expanded services are expected to cover these costs within a reasonable timeframe.

Revenue projections are based on conservative estimates of patient volume and service utilization rates. The analysis also includes a detailed cost breakdown, covering both capital expenditures (CapEx) and operating expenditures (OpEx). The sensitivity analysis indicates that even under less favorable conditions, the project remains financially viable.

d. Strategic Recommendations

Based on the findings, the study recommends the following strategies for the successful implementation of the expansion project:





- **Infrastructure Development:** Prioritize the construction of new facilities and the upgrade of existing ones to accommodate the expanded range of services. This includes the addition of new wards, operating theaters, and diagnostic facilities.
- **Human Resource Management:** Implement a robust recruitment strategy to attract specialists in key medical fields. Consider partnerships with medical schools and training institutions to ensure a steady supply of qualified healthcare professionals.
- **Service Differentiation:** Develop unique service offerings that cater to the specific needs of the local population, such as advanced maternal and pediatric care, as well as specialized services in internal medicine, surgery, and emergency care.
- **Financial Management:** Secure funding through a combination of private investment and bank financing. Implement strict financial controls to manage costs and ensure the hospital's profitability.
- **Community Engagement:** Strengthen relationships with the local community through outreach programs and targeted marketing campaigns. Highlight the benefits of the expanded services and the hospital's commitment to improving local healthcare.

4. Conclusion

The feasibility study concludes that the transformation of RSIA Buah Hati Ciputat into RSUD Buah Hati Ciputat is both feasible and strategically advantageous. The hospital's strong brand, strategic location, and loyal patient base provide a solid foundation for the expansion. However, the project will require substantial investment in infrastructure, human resources, and advanced medical technology to meet the standards of a Type C general hospital.

The financial analysis indicates that the project is viable, with a projected ROI that justifies the capital expenditure. The expansion will allow the hospital to offer a broader range of services, attract a larger patient base, and increase revenue. The study also identifies several opportunities for the hospital to differentiate itself from competitors and establish itself as a leading healthcare provider in Tangerang Selatan.





To ensure the success of the project, the study recommends a strategic focus on infrastructure development, human resource management, service differentiation, financial management, and community engagement. These strategies will help the hospital manage the risks associated with the expansion and maximize the potential benefits.

The study also suggests that further research be conducted to assess the long-term impact of the expansion on community health outcomes and the hospital's financial performance. Additionally, ongoing monitoring and evaluation will be critical to ensure that the hospital continues to meet the healthcare needs of the local population and remains financially sustainable.

5. Compliance with Ethical Standards

Ethical considerations are paramount in the expansion of healthcare facilities, particularly in ensuring that the project benefits the community and adheres to all relevant regulations and standards. This section addresses the ethical standards and compliance measures that will guide the transformation of RSIA Buah Hati Ciputat into RSU Buah Hati Ciputat.

a. Regulatory Compliance

The expansion project will comply with all local, regional, and national regulations governing the operation of healthcare facilities. This includes adherence to the Indonesian Hospital Law, local zoning laws, and environmental regulations. The hospital will also meet the accreditation standards set by the Ministry of Health and other relevant authorities, ensuring that it provides high-quality, safe, and ethical healthcare services.

b. Patient Rights and Welfare

The hospital is committed to upholding the rights and welfare of patients. This includes ensuring informed consent, protecting patient confidentiality, and providing care that is respectful, non-discriminatory, and in line with ethical medical practices. The expansion will include training for staff on patient rights and ethical issues in healthcare, ensuring that all employees are equipped to uphold these standards.

c. Community Impact





The hospital will engage with the local community to ensure that the expansion meets the healthcare needs of the population and provides tangible benefits. This includes conducting regular consultations with community representatives and stakeholders to gather feedback and address any concerns. The hospital will also contribute to community health initiatives and work to improve overall public health outcomes in the region.

d. Environmental Sustainability

The expansion will be carried out with a commitment to environmental sustainability. This includes minimizing the environmental impact of construction activities, implementing energy-efficient technologies, and ensuring proper waste management. The hospital will also comply with environmental regulations related to healthcare facilities, such as the safe disposal of medical waste and the management of water and air quality.

e. Ethical Research Practices

All research activities related to the expansion will adhere to ethical research practices, including obtaining informed consent from participants, ensuring the confidentiality of research data, and conducting research in a manner that minimizes harm. The hospital will also seek approval from relevant ethics committees before undertaking any research that involves human subjects.

f. Workforce Ethics and Professionalism

The hospital will promote a culture of ethics and professionalism among its workforce. This includes providing ongoing training on ethical issues in healthcare, establishing clear codes of conduct, and implementing mechanisms for reporting and addressing unethical behavior. The hospital will also ensure that all employees are treated fairly and with respect, providing a safe and supportive working environment.

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