



HOSPITAL STRATEGY PLANNING USING IFAS AND EFAS BASED SWOT ANALYSIS AT ABC KAMPAR MATERNITY HOSPITAL

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Abstract

This study aims to analyze the strategic planning of ABC Kampar Mother and Child Hospital (RSIA) using the SWOT analysis approach. The research employed a qualitative method, with data collected through in-depth interviews and questionnaires administered to hospital leaders and managerial staff. The identified internal and external strategic factors were analyzed using the Internal Factors Analysis Summary (IFAS) and External Factors Analysis Summary (EFAS) matrices to determine the hospital's strategic position. The IFAS analysis shows a total strength score of 45 and a weakness score of 43, resulting in an S – W value of +2, which indicates a relatively strong internal condition. Meanwhile, the EFAS analysis reveals a total opportunity score of 42 and a threat score of 44, producing an O – T value of –2, indicating that the hospital's external environment is dominated by threats. Based on these coordinates, RSIA ABC Kampar is positioned in Quadrant II (Strength–Threat), suggesting that the appropriate strategy is to leverage internal strengths to anticipate and minimize the impact of external threats. This study is expected to serve as a reference for hospital management in formulating sustainable development strategies to enhance competitiveness and improve the quality of maternal and child health services.

Keywords: SWOT Analysis, IFAS, EFAS, Strategic Planning, Mother and Child Hospital

Introduction

ABC Kampar Mother and Child Hospital (RSIA), often abbreviated as RS ABC Kampar, is a specialized healthcare facility in Kampar Regency, Riau, that provides comprehensive medical services for mothers and children, including obstetrics, obstetrics-gynecology, and infant and child health services. RSIA plays a vital role in supporting reproductive health services and child development through a professional service system oriented toward patient safety and improving the quality of healthcare (Amalia et al. 2025).

Strategic planning is a crucial process within an organization for establishing long-term goals, policy direction, and strategic steps necessary to achieve organizational growth and sustainability. Effective strategic planning enables organizations to anticipate environmental changes, optimize resources, and increase competitiveness in the face of internal and external dynamics (Ganiev, 2025). (Dewi 2026)

Various studies have shown that strategic planning is closely linked to organizational performance. Aisyah et al. (2024) explain that strategic planning serves as a framework for improving organizational performance through setting clear goals, developing targeted work programs, and continuously evaluating organizational achievements. With thorough planning, organizations are able to carry out activities more effectively and efficiently. Furthermore, strategic planning is inseparable from the role of strategic leadership. Hanum et al. (2024) in a meta-analysis study confirmed that

strategic leadership supported by sound planning contributes significantly to improved organizational performance. This demonstrates that strategic planning is not merely an administrative document, but a managerial tool that guides strategic decision-making.

In the education sector, strategic planning is a crucial instrument for adapting organizations to developments and modern demands. Mahardhika and Raharja (2023) state that strategic planning helps educational institutions adapt to modern trends and improve the quality and relevance of educational services provided. Meanwhile, in the health sector, strategic planning has been shown to influence the performance of public service organizations. Wongsin et al. (2025) emphasize that strategic planning is a systematic approach that plays a crucial role in improving organizational performance in the health sector through goal setting, resource management, and continuous improvement of service quality.

A SWOT analysis is an important strategic management tool for hospitals in identifying strengths, weaknesses, opportunities, and threats from both the internal and external environments of the organization. Applying a SWOT analysis helps hospitals formulate appropriate strategies to improve competitiveness and the quality of healthcare services sustainably (Aditya Pratama et al., 2024).

Strategy is a series of integrated decisions and actions designed to achieve an organization's long-term goals by optimally utilizing resources and adapting to the dynamics of the internal and external environment. Phuong (2024) emphasizes that business strategy is a conceptual framework that guides an organization in creating sustainable competitive advantage, while Hidayah et al. (2024) view strategy as part of strategic management, encompassing the process of formulating, implementing, and evaluating strategic decisions. Furthermore, Masri and Ratna (2025) explain that strategy serves as a link between an organization's long-term goals and operational functional strategies to achieve performance alignment. Similarly, Jamaludin et al. (2023) state that strategy is a pattern of decisions that determine an organization's direction in facing environmental changes, while Tanjung et al. (2024) emphasize that strategy is a planned commitment to action to maximize an organization's core competencies to achieve competitive advantage. Thus, strategy can be understood as a fundamental instrument that is dynamic, systematic, and long-term in nature, supporting organizational sustainability and performance.

In the context of increasingly fierce healthcare competition, SWOT analysis serves as a basis for strategic decision-making. Research by Sudrajat et al. (2025) demonstrated that utilizing a SWOT analysis enables hospitals to develop strategies to increase patient visits by maximizing internal strengths and minimizing existing weaknesses, while simultaneously responding to opportunities and threats from the external environment.

Furthermore, a SWOT analysis is also used as a basis for developing specific units or services within the hospital. Suwanti et al. (2025) emphasized that a SWOT analysis helps hospitals systematically formulate strategies for developing their pharmacy units, thereby improving services through optimal resource utilization and more targeted risk management. The application of a SWOT analysis is also crucial for improving hospital performance, particularly operational indicators. A study by Iin Sakina et al. (2024) demonstrated that a SWOT analysis can be used to design competitive advantage strategies that impact the Bed Occupancy Rate (BOR), which reflects the level of utilization of hospital services.

In the face of changing policies and the dynamics of the healthcare industry, a SWOT analysis serves as a strategic tool for maintaining hospital sustainability. Biantara et al. (2025) stated that a SWOT analysis helps hospitals respond to external threats, such as policies regarding the establishment of foreign hospitals, and adapt service strategies to remain competitive and relevant within the national healthcare system. Therefore, this study discusses in depth the Strategic Planning with SWOT Analysis at ABC Kampar Hospital.

Method

This study employed a qualitative research method with a SWOT analysis approach, aimed at identifying and formulating planning and development strategies for ABC Kampar Hospital. The SWOT analysis approach was used to analyze the hospital's internal and external conditions as a basis for determining appropriate strategies to improve organizational performance and the overall quality of healthcare services. The research subjects were the leadership and managerial staff of ABC Kampar Hospital, selected using purposive sampling because they possess authority and a comprehensive understanding of strategic planning, operational implementation, and hospital performance evaluation. These informants were deemed capable of providing in-depth information regarding the hospital's actual conditions, both internally and externally.

The research instruments used included an in-depth interview guide and a SWOT analysis questionnaire. The interview guide was used to gather information regarding organizational conditions, healthcare services, human resources, facilities and infrastructure, and challenges faced by the hospital. Meanwhile, the SWOT questionnaire was used to identify strategic factors influencing hospital planning and development.

Internal factors consist of strengths and weaknesses originating within the hospital organization, while external factors encompass opportunities and threats originating from the external environment. Data analysis was conducted using qualitative descriptive analysis supported by a literature review of previous studies relevant to the application of SWOT analysis in the hospital and healthcare sector. Data from interviews and questionnaires were then compiled into an Internal Factors Analysis Summary (IFAS) and an External Factors Analysis Summary (EFAS) Matrix as a basis for determining ABC Kampar Hospital's strategic position and formulating alternative hospital development strategies.

Calculation of Internal and External Factor Weights

The calculation of internal and external factor weights was performed to assess the importance of each strategic factor influencing the performance and development of ABC Kampar Hospital. Each factor was assigned a weight ranging from 0.0 (not important) to 1.0 (very important), with the total weight in each IFAS and EFAS matrix equaling 1.00. The IFAS matrix is used to analyze the hospital's internal strengths and weaknesses, while the EFAS matrix is used to analyze opportunities and threats originating from the external environment. This weighting reflects the level of significance of each factor to the success of the hospital's strategic planning.

Rating

Ratings are assigned to indicate the level of influence of each strategic factor on the success of ABC Kampar Hospital's planning and development. The rating scale used ranges from +3 (very strong) to -3 (very weak). Positive factors, or factors falling into the strengths and opportunities categories, are assigned a value between +1 and +3, based on their contribution to improving the hospital's performance and competitiveness. Conversely, negative factors, or factors falling into the weaknesses and threats categories, are assigned a value between -1 and -3, according to their level of influence on the achievement of the hospital's strategic goals. The resulting rating is then multiplied by the weight of each factor to produce a weighted score. This weighted score is used as a basis for determining the strategic position of ABC Kampar Hospital and formulating appropriate strategic alternatives based on the results of the SWOT analysis.

Results and Discussion

1. SWOT Analysis Results

Based on in-depth interviews, field observations, and the completion of the SWOT questionnaire, a number of internal and external factors were identified that influence the performance and management of services at ABC Kampar Hospital. These factors were then classified into strengths, weaknesses, opportunities, and threats as the basis for planning and formulating hospital development strategies.

Table 1. SWOT Analysis Results

Internal Factors		External Factors	
S	W	O	T
Strong management commitment to service quality improvement.	Limited facilities and infrastructure in certain service units.	Increasing public demand for quality healthcare services.	Competition with private hospitals and other healthcare facilities around the service area.
Strategic hospital location that is easily accessible to the community of Kampar and surrounding areas.	The quantity and quality of human resources are not yet optimal according to service development needs.	Government support programs in the health sector, including the National Health Insurance (JKN) system.	Changes in government regulations and policies in the health sector that may affect hospital operations.
Availability of sufficient healthcare personnel (doctors, nurses, and supporting medical staff) to deliver services.	The hospital management and administration system is not yet maximally integrated.	Population growth in Kampar and surrounding areas that has the potential to increase patient visits.	Financial limitations of patients outside the national health insurance scheme.
Good cooperation with BPJS Health, supporting an increase in patient visits.	Promotion and publication of services are still limited.	Development of health technology and information systems that can support service quality improvement.	Increasing public demand for higher service quality.
There is a plan for facilities and infrastructure development that has been approved by management.	The use of information technology in hospital services and management is not yet optimal.	Opportunities for cooperation with educational institutions, insurance companies, and other health facilities.	Risk of healthcare workforce shortages due to competition in the labor market.

Table 2. SWOT Analysis Results

	Opportunities (O)	Threats (T)
Strengths – S	SO Strategy (Using strengths to exploit opportunities): <ol style="list-style-type: none"> 1. Optimize the strategic location and proximity to industrial centers to increase patient visits. 2. Utilize cooperation networks with doctors, midwives, and clinics to expand market reach in border regions. 3. Improve service quality based on professional competencies to attract the wider community. 4. Utilize the development of health technology and information systems to enhance service quality. 	ST Strategy (Using strengths to counter threats): <ol style="list-style-type: none"> 1. Maximize service quality and medical professionalism to face competition with other hospitals. 2. Strengthen cooperation networks with surrounding health facilities as a competitive advantage. 3. Optimize service efficiency to match the economic capacity of the surrounding community.
Weaknesses – W	WO Strategy (Using opportunities to overcome weaknesses): <ol style="list-style-type: none"> 1. Utilize government programs to improve revenue as a basis for procuring medical equipment and technology. 2. Use cooperation opportunities with various parties to support HR development and organizational systems. 3. Gradually develop services according to the needs of the middle-to-lower class community. 	WT Strategy (Minimizing weaknesses and avoiding threats): <ol style="list-style-type: none"> 1. Improve service management to avoid unhealthy competition with large hospitals. 2. Control operational costs and investment to remain sustainable amid financial constraints. 3. Gradually strengthen internal capacity to reduce the impact of external threats.

2. Internal Factor Analysis Using the IFAS Table

After identifying ABC Kampar Hospital's internal strategic factors, an Internal Factors Analysis Summary (IFAS) table was compiled as the basis for analyzing the hospital's internal condition. Each internal factor was assessed by assigning an importance score of 1–10 to indicate the level of influence each factor has on the hospital's performance and service quality. These importance scores were then converted into weights, with the total internal factor weighting being 1.00.

Based on the IFAS analysis, a total Strengths score of 45 and a total Weaknesses score of 43 were obtained. The difference between the strengths and weaknesses resulted in an IFAS (S - W) score of +2, indicating that ABC Kampar Hospital's internal condition is considered moderately strong, although several weaknesses still require attention. An IFAS score of +2 indicates that, overall, ABC Kampar Hospital has slightly more internal strengths than weaknesses, thus providing sufficient internal capital for development. However, to sustainably improve competitiveness and service quality, a planning strategy is required that focuses on leveraging internal strengths to address existing weaknesses. The results of this IFAS analysis then serve as the basis for developing a hospital development strategy in the subsequent SWOT analysis phase.

Table 3. Internal Factors Analysis Summary (IFAS)

No	Internal Factors	Category	Score
S1	Close to residential areas with a predominantly productive and potential population	Strength	10
S2	Services supported by specialist and experienced medical personnel	Strength	10
S3	Has cooperation networks with nearby doctors/midwives/clinics	Strength	9
S4	Strategic hospital location	Strength	9
S5	Sufficiently large parking area	Strength	7
Subtotal Strength (S)			45
W1	Medical equipment is not yet complete so services are not optimal	Weakness	10
W2	The hospital is not yet supported by up-to-date technology	Weakness	9
W3	Number of personnel (HR) is still insufficient	Weakness	9
W4	Organizational systems and structure still need development	Weakness	8
W5	Working capital is not yet sufficient	Weakness	7
Subtotal Weakness (W)			43

Based on the Internal Factors Analysis Summary (IFAS) analysis in Table 3, it can be seen that the hospital's internal conditions show a dominance of strengths over weaknesses. The total strength score of 45 is higher than the total weakness score of 43, indicating that the hospital has relatively strong internal capital to support strategic planning. The main strengths lie in the hospital's strategic location and proximity to residential areas of productive age, the support of experienced medical specialists, and the existence of a network of collaborations with doctors, midwives, and clinics in the vicinity of the hospital. These factors have the potential to increase accessibility and public trust in hospital services. However, there are still internal weaknesses that require attention, such as limited medical equipment, less than optimal utilization of advanced technology, limited human resources, and an inadequate organizational system and working capital. Therefore, the IFAS results indicate that the hospital's strategy needs to be directed at maximizing existing internal strengths while gradually addressing various weaknesses to improve competitiveness and service quality.

3. External Factor Analysis Using the EFAS Table

After identifying ABC Kampar Hospital's external strategic factors, an EFAS (External Factors Analysis Summary) table was compiled as a basis for analyzing the external environment that influences the hospital's performance and service quality, particularly outpatient pharmacy services. Each external factor was assessed using an importance score of 1–10, reflecting the level of influence of that factor on the sustainability and development of services. The importance scores were then converted into weights, with a total weighting of 1.00 for all external factors.

Based on the EFAS analysis, the total Opportunities score was 42 and the total Threats score was 44. The difference between the opportunities and threats resulted in an EFAS score (O - T) of -2, indicating that external threats slightly outweigh the hospital's opportunities. ABC Kampar Hospital's key opportunities include its location relatively close to a potential industrial area, a large population that represents a significant market share for healthcare services, and support from government programs through the National Health Insurance (JKN/BPJS Kesehatan). These factors provide the hospital with the opportunity to increase patient visits and expand the reach of outpatient pharmacy services, particularly to the lower-middle class.

However, the EFAS results also indicate significant external threats. Key threats include the presence of more than one competing hospital in the surrounding area, the low economic status of some residents, which can impact their ability to afford healthcare services, and obstacles to recruiting competent specialist doctors. An EFAS score of -2 indicates that ABC Kampar Hospital faces a challenging external environment, necessitating the implementation of adaptive and proactive strategies. Opportunities must be optimally utilized, particularly through improving the quality of outpatient pharmacy services and improving service efficiency based on community needs.

Table 4. External Factors Analysis Summary (EFAS)

No	Strategic Factors	Category	Score
1	The hospital is ±15 km from potential industrial centers	Opportunity	9
2	Market share with a population of more than 500,000 people	Opportunity	10
3	Hospital position bordering regency and city areas	Opportunity	8
4	Located in a lower-middle-class community environment	Opportunity	7
5	Government program support through JKN/BPJS Health	Opportunity	8
6	More than one competitor in the surrounding area	Threat	9
7	Low economic level of the surrounding community	Threat	10
8	Obstacles in recruiting reliable specialist doctors	Threat	8
9	Entry of large-scale hospitals with strong brands and images	Threat	9
10	Changes in government health policies and regulations	Threat	8
	Total Opportunity (O)		42
	Total Threat (T)		44
	EFAS Result (O – T)		-2

Based on the External Factors Analysis Summary (EFAS) table, which includes opportunity and threat factors, the total opportunity score was 42 and the total threat score was 44, resulting in a score of $O - T = -2$. These results indicate that the hospital's external environment is dominated by threats rather than opportunities. The main opportunities stem from the potential of the industrial area, the large population, the hospital's strategic geographic location, and support from the National Health Insurance (JKN)/BPJS Kesehatan (Healthcare) program. However, these opportunities face stronger threats, such as intense competition between hospitals, the low economic status of the surrounding community, difficulties recruiting specialist doctors, the entry of large-scale hospitals with strong brand images, and the dynamics of government policies and regulations in the healthcare sector. The dominance of these threats indicates that the hospital needs to formulate an adaptive strategy by leveraging internal strengths to address external environmental pressures.

4. SWOT Quadrant Position

SWOT quadrant position is determined based on the results of the IFAS and EFAS scores. An IFAS score of +2 indicates that internal strengths outweigh weaknesses at ABC Kampar Hospital, while an EFAS score of -2 indicates that external threats outweigh opportunities. Based on this combination of scores, ABC Kampar Hospital is in Quadrant II (Strength–Threat), as shown in

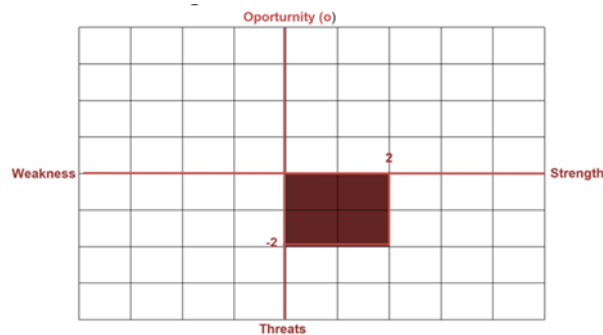


Figure 1. SWOT Analysis Diagram for ABC Kampar Hospital

Quadrant II indicates that ABC Kampar Hospital possesses relatively strong internal strengths, but still faces various external threats that could potentially hinder its development. This situation suggests that the hospital needs to leverage its internal strengths to address and minimize the impact of external threats. Therefore, the appropriate strategy to implement is the ST (Strength-Threat) strategy, which leverages internal strengths to anticipate and mitigate the impact of external threats. The strategy focuses on strengthening hospital management and governance, improving the quality of human resources, and optimizing internal systems and policies to enable the hospital to maintain its performance and competitiveness amidst external environmental challenges.

5. ST (Strength-Threat)

Quadrant II indicates that ABC Kampar Hospital possesses relatively strong internal strengths, but still faces various external threats that could potentially hinder its development. This situation suggests that the hospital needs to leverage its internal strengths to address and minimize the impact of external threats. These findings align with research at Dok II Regional General Hospital in Jayapura, which found that hospitals in Quadrant II need to implement a Strength-Threat (ST) strategy, leveraging internal strengths, such as strengthening management and providing superior services, to respond to external threats, including inter-hospital competition and changes in the strategic environment. Therefore, the appropriate strategy for ABC Kampar Hospital is the Strength-Threat (ST) strategy, leveraging internal strengths to anticipate and mitigate the impact of external threats. The strategy focuses on strengthening hospital management and governance, improving human resource quality, and optimizing internal systems and policies to ensure the hospital maintains its performance and competitiveness amidst external environmental challenges. A SWOT analysis helps an organization comprehensively understand its strategic position, thus providing a systematic basis for planning and decision-making that adapts to the dynamics of the organizational environment (Mahardhika & Raharja, 2023; Aisyah et al., 2024; Hanum et al., 2024; Ganiev, 2025; Wongsin et al., 2025).

The strengths component in a SWOT analysis refers to internal organizational factors that reflect the advantages, capabilities, and positive resources possessed and can be utilized to support the achievement of strategic goals. Strengths encompass aspects such as human resource competency, effective work systems, a sound organizational structure, and relative advantages over competitors, thus playing a crucial role in building an organization's competitive advantage (Siregar, 2024; Santiani, 2025). Identifying strengths enables an organization to maximize internal potential in responding to external opportunities and sustainably improve organizational performance (Jatmiko et al., 2024). In addition, strengths are also the main basis for formulating development strategies and improving performance, especially when combined with opportunities in the organization's external environment (Wilasto, 2025; Kurniatun, 2025).

Conclusion

Based on the results of the SWOT analysis supported by the IFAS and EFAS matrix calculations, it can be concluded that ABC Kampar Maternity and Child Hospital (RSIA) has a relatively strong internal condition but faces a quite challenging external environment. The IFAS results show a value of $S - W = +2$, which indicates that the hospital's internal strengths, such as strategic location, support from experienced medical personnel, and a network of healthcare collaborations, are more dominant than the existing weaknesses. Meanwhile, the EFAS results produce a value of $O - T = -2$, which indicates that external threats, especially competition between hospitals, limited purchasing power of the community, difficulties in recruiting specialists, and the dynamics of health policies, are greater than the available opportunities. The position of ABC Kampar Hospital in Quadrant II (Strength–Threat) confirms that the most appropriate strategy is to optimally utilize internal strengths to anticipate and minimize the impact of external threats, so that the hospital can improve competitiveness, service quality, and organizational sustainability on an ongoing basis.

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