



## Operational Strategy for Start Up Home Care Business

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<http://dx.doi.org/10.18415/ijmmu.v9i1.3227>

### **Abstract**

The main objectives of the operational strategy in the Home Care business planning project is the achievement of long-term, short-term and short-term goals in the SMART pattern (Specific, Measurable, Attainable, Relevant and Time bound). This business planning project uses business environment survey method, customer experience, data on population size, number of elderly, number of stroke number of hospital and home care in Jabodetabek. The important findings of this business plan are to be realized in terms of the SMART, SMART operations, capacity and strategy strategies that can compete and excel between competitors or what are called competitive advantages. The competitive advantage of a business is the result of the strategy undertaken in managing it. One of the key strategies that play a role in determining competitive a strategic business, therefore the benefits of emerging strategies to realize an online application, standardized human resources, empathetic services, and professional.

**Keywords:** *Operational Strategy Business Home Care SMART; Online Application; Lean Consumption*

### **Introduction**

Healthcare industry in the field of Home Care in Indonesia can be used as one of the solutions for improving people's welfare. Therefore, efforts should be made to direct Home Care into a business or a successful business (Prasetyo, 2016). An operational strategy is an operational function that provides direction in making a jointly integrated decision. Operational Strategy as all activities that are within the scope of the company including the allocation of all resources owned company (Rostgaard, 2017). Operation Strategy is a vision of the operation function that sets the whole direction or the driving force for decision-making. This vision must be integrated with business strategy. In this case there is a generic business strategy; Namely low-cost producer, product differentiation and market segmentation (Lobel, 2001).

The result of study of DepKes RI year 2000 in Jatiarso (2012) obtained result 97,7% stated need to develop health service at home, 87,3% stated that need standardization of manpower, facilities and service, and 91,9% stated health care managers at home need permission Operational. Care Home Care is a health service provided at home patients, which became one option to make people sick to be comfortable and not separated from the family (Tati et al., 2017).

In Indonesia the number of Home Care is still small compared to Singapore and Malaysia. In Indonesia the comparison of Home Care with the population is 1: 5,114,180, in Singapore 1: 133.786 and Malaysia 1: 348.307. This means that the need for Home Care in Indonesia is still a lot and business is still quite attractive. Home Care is currently no one is using the online application to the maximum and has not had a standard of service so that every health worker provides services in accordance with their respective initiatives.

Current business trends are businesses that innovate with technology that provides convenience to those who need to access their needs. ODIS Home Care sees these opportunities and makes the competitive advantage of Home Care available.

### ***Literature Review***

Home Care became an organization started around the 1880s, when it was a lot of people with infectious diseases with high mortality rate. Although at that time has established many modern hospitals, but the utilization is still very low because people prefer home care. Is a service that suits the needs of individual and family patients, is planned, coordinated and provided by service providers who are organized to provide services at home through staff or arrangements under employment agreements (Parellangi, 2018).

This Home Care comes from the vision of the Ministry of Health of the Republic of Indonesia, which is to encourage people to live healthy with the mission to make healthy people, and reduce the unemployment rate and improve the quality of life of the community (Setiawan, 2018). Home care comes with a concept of home health services. One of the benefits of our Home Care services that can be accessed online (Setiawan, 2018). Home Care business traffics are growing including in South Tangerang City where families who have elderly want to get access to home care. Currently there is Home Care that serves around South Tangerang City but not yet meet Demand, service standards have not been maximized and have not used the technology with the maximum as well (Siswanto, 2021).

Home care has an operational goal to be achieved. Which is described in the SMART pattern (Specific, Measurable, Attainable, Relevant, Time bound) Specific means really target, avoid too general, must be clear, the reasons and objectives, who is involved and where will be achieved and the obstacles (Drake & Davies, 2006). Measurable is to measure the amount of progress made in reaching the target is how much, how to know that it has been achieved. Attainable is where the target should be realistic and achievable. Relevant is how to choose the right target is worth fighting for, the time is right and as needed or not. While Timely is emphasizing the importance of deadline achievement targets at any time (Meyer, 2006).

The strategy to be implemented by Home Care refers to the process strategy, inventory strategy and capacity strategy (Vik & Eide, 2012). Where process strategies are implemented regarding operational project management, SIPOC analysis (supplier, input, process, output and customer and lean consumption method). Inventory of medical supplies, types of medical goods, storage processes and supplies of support equipment and the flow of procurement. For capacity planning strategies related to home care patient care, determine the capacity of services to analyze the workload to meet demand.

### ***Methodology***

This Home Care business planning project research is carried out using the business environment analysis method based on Porter's Five Forcers theory, market analysis, general trends, business

environment survey, customer experience gathering, population data, elderly and degenerative diseases and number of hospitals and Home Care is in Singapore, Malaysia and Indonesia.

Through operational strategy using lean consumption method, there are five basic principles that must be applied that is identifying product value based on customer perspective, identifying value stream mapping for each product, eliminating non value added waste from all activities along value stream, organizing for material, information And the product flows smoothly and efficiently throughout the value stream process using the tensile system, constantly searching for improving techniques and tools and for achieving excellence and improvement. By applying lean, the company can make both time savings and costs incurred

### **Result and Discussion**

Operational targets refer to strategic processes, inventory strategies and capacity strategies. Our Home Care is engaged in health services that held in the patient's home. The objectives held are described in the SMART process and SMART operations.

**Table 1. SMART Short Term Operations**

No	S	M	A	R	T
1	Recruiting qualified health workers (doctors, nurses and others)	100%	Evaluation of health care services to patients after HC	Meeting with employees	First Year
2	Establish collaboration with hospitals and clinics about	100%	Evaluation of the number of patient increments HC	SOP of nursing service	Third Year

**Table 2. SMART Medium Term Operations**

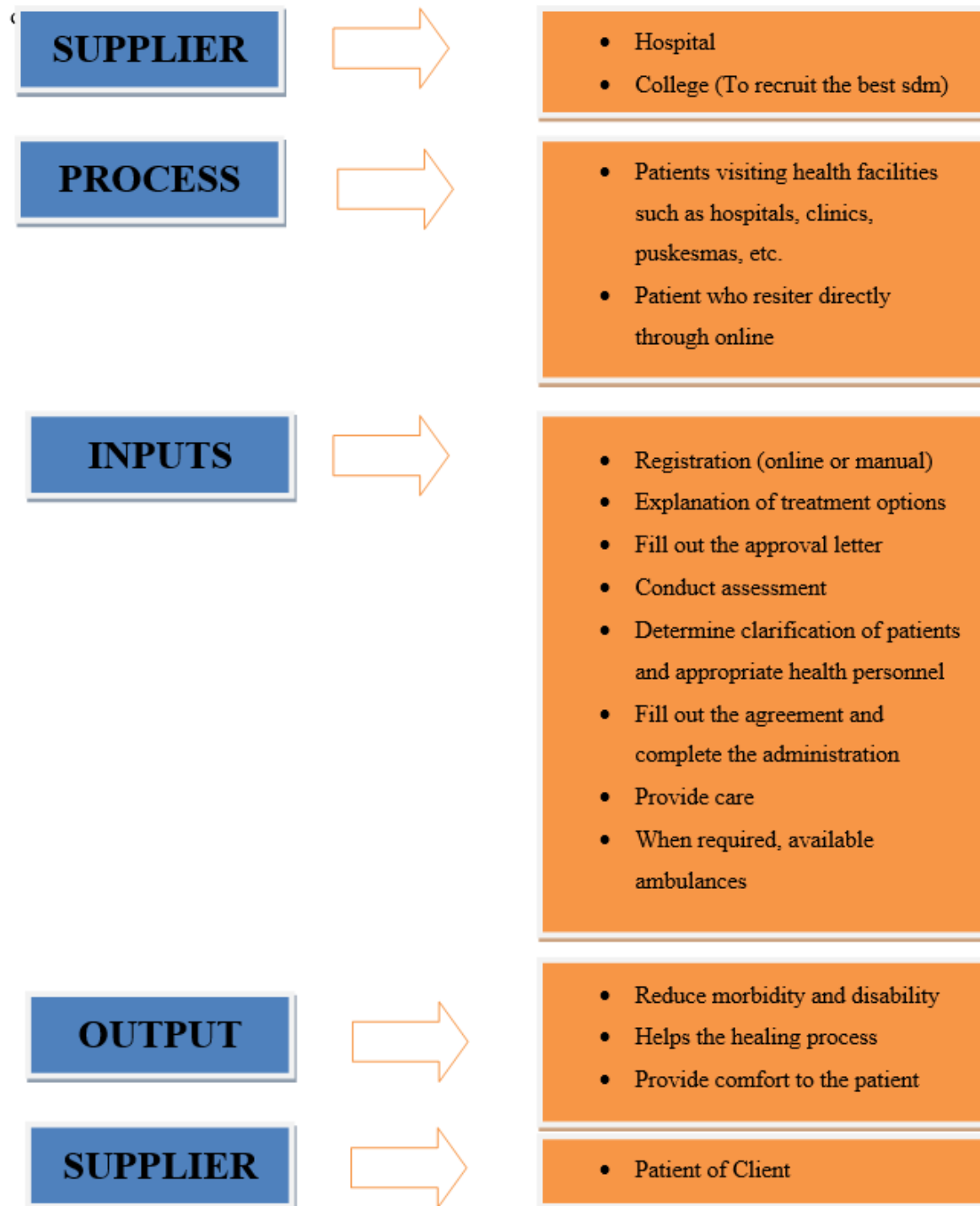
No	S	M	A	R	T
1	Providing training for health workers (doctors & nurses) and care giver	100%	Evaluate knowledge of health personnel and care giver	Conduct follow-up evaluation and training to health personnel and care giver	Fifth Year

**Table 3. SMART Long Term Operations**

No	S	M	A	R	T
1	Establish a nursing home (NH) or convalescent hospital	100%	Evaluate patient and family needs	Make a NH establishment agreement	Tenth Year
2	Purchase of land to establish NH	100%	<i>Land survey</i>	Price negotiation	Tenth Year

## Sipoc Analysis

Our Home Care uses SIPOC analysis (Supplier, Inputs, Process, Output and Customer), and Lean Consumption in providing services and process overview for customers ranging from opening applications, downloading, logging in to getting detailed and clear service.



**Figure 1.** Sipoc Analysis

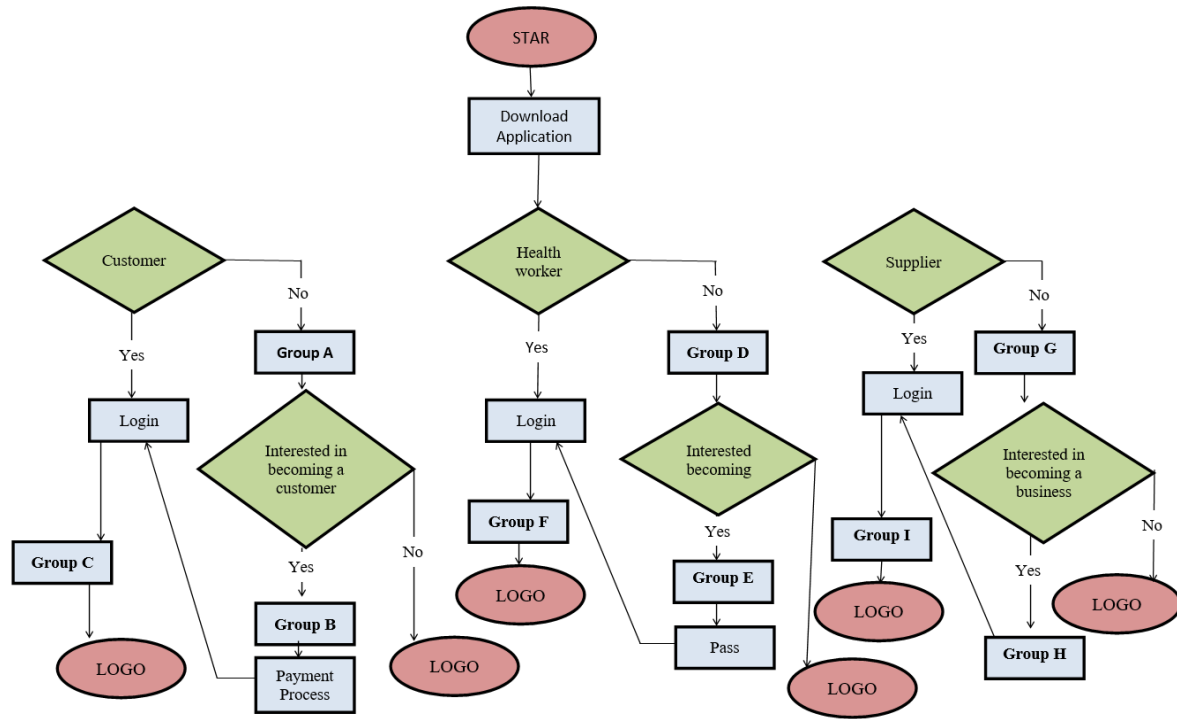


Figure 2. Image use of Home Care Online Application

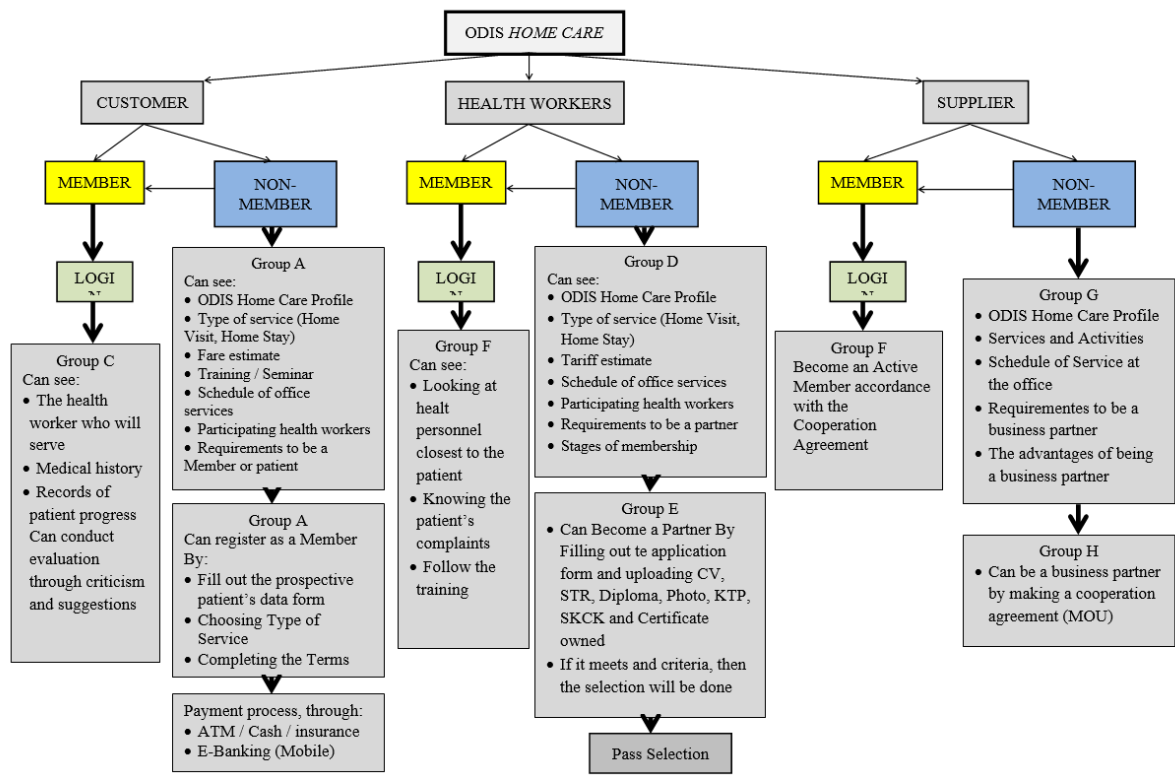
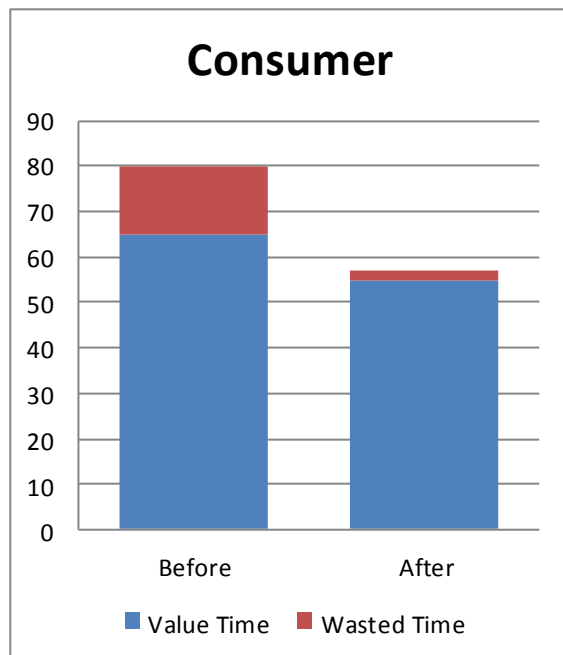
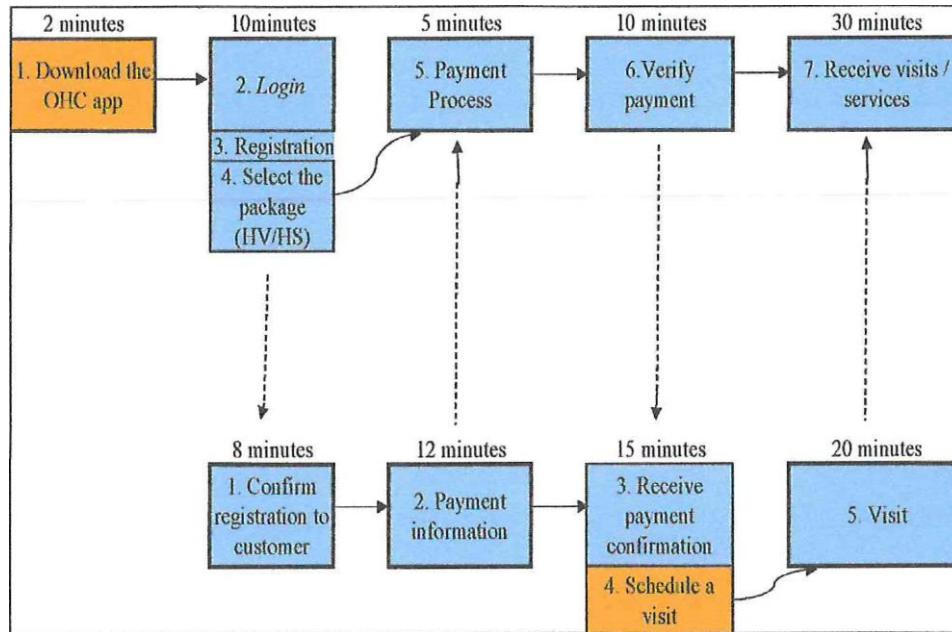


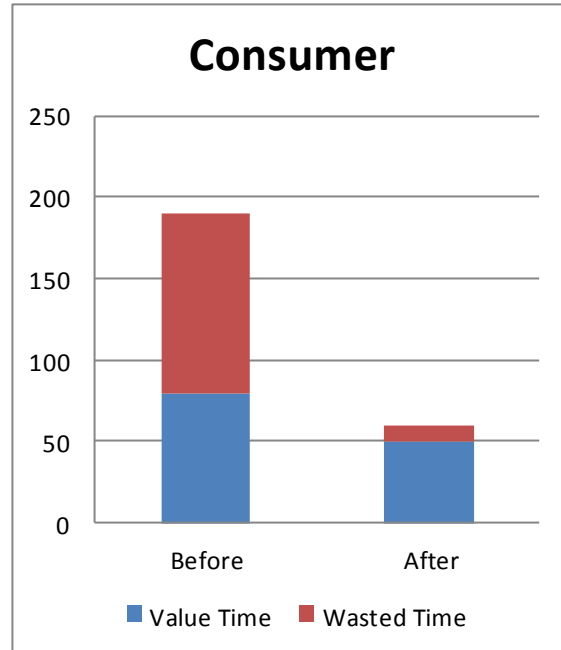
Figure 3. Flow Chart home care through online application

### Lean Consumption

Lean consumption a way of overcoming the problem of information and communication to minimize the time and distance or wasting unnecessary time so that in the operation of the company can be maximized *Home Care after Lean Process*.



**Total Customer Time**  
*Before lean* : 80 minutes  
*After Lean* : 75 minutes



**Total Customer Time**  
*Before lean* : 190 minutes

*Time Saved*

Figure 4. Home Care Process with Lean Comp . method

## **Inventory Strategies**

Medical supplies, types of medical goods, storage processes, supplies of support equipment and the flow of medical supplies.

## **Capacity Strategy**

Planning is related to the capacity strategy to analyze work to meet demand. Our nursing home has Home Stay and Home Visit services with the number of nurses and doctors adjusted to the number of patients. The pessimistic scenario in the first year is estimated to be 899 for home visits and 449 for residential with nurse 10- 61 persons for residence and 3 - 5 persons for visiting house and number of doctors required 2 - 3 persons. Normal patient care target in the first year of normal operation, estimated at 1037 patients for home visits and 559 patients staying home, with nurses from 19 to 71 for residential homes, and 5 - 7 for home visits, it takes 3 - 4 people. While the patient optimistic service target in the first year. Estimated 1245 people for home visits and 670 for residential homes, with nurses 28 - 84 people for residential and 7 - 10 people for home visits and the number of doctors required about 5 - 7 people.

## **Patient Safety**

In the Home Care service, we prioritize patient safety that refers to the six patient safety (Dep.Kes RI, 2006) that is the accuracy of patient identification, the improvement of effective communication, the enhancement of drug security that need to be careful, precise and safe location, procedure and person, Prevention of infection, prevention of falling patients.

## **Operational Risk**

Operational Risk is a risk that arises due to internal process or errors of the organization associated with operational process activities that can be caused by procedural errors. This Home Care can experience exposure especially in service procedure, customer dissatisfaction will cause complain causing the company image become less good. This happens if the operational standards of Home Care do not pay attention to this risk.

## **Conclusion**

Home Care is a business that will develop and increasingly needed in the present and the future. The higher life expectancy and productive age in big cities that spend much time outside the home and comfort to be treated at home for the community middle and upper economy more open opportunities Home Care is to be realized. The available Home Care is not yet perfect in operation either for its online application, HR standard, service concept and access to reach the location. Our Home Care comes to overcome the existing shortcomings with different concepts, clear standards and refers to the standards of the Ministry of Health and the Ministry of Manpower of the Republic of Indonesia for recipients of service and service providers not to be harmed. Our Home Care services maximize online applications prioritizing patient safety, Patients and realize and anticipate all operational risks if in the process of walking there is a hitch with the right way, professional and kinship.

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