



Article

Health Service Innovation Strategy of TEFA House of Health Promotion with SWOT Analysis

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Abstract: Teaching Factory (TEFA) House of Health Promotion establishment is to enhance healthcare services and public welfare quality. An in-depth analysis is needed to determine the internal and external factors that could influence the creation of TEFA. This research aimed to analyze the Health Service Innovation Strategy of TEFA House of Health Promotion using SWOT analysis. This research method was qualitative, instrument using questionnaires given to TEFA staff and data analysis conducted using SWOT analysis. The research results were based on the SWOT analysis diagram, indicating that TEFA House of Health Promotion was in quadrant I (aggressive quadrant). The recommended strategy is to develop TEFA as a service provider in the health promotion sector. The management of TEFA must create an effective management organizational structure, design a comprehensive TEFA business plan and strategy, and construct a clear workflow and performance Standard Operating Procedure (SOP). It also required a well-defined management and service governance SOP and a well-structured work program. Extend promotions locally and reach a broader audience by utilizing promotional media. Overall, the proposed service innovation strategies are expected to assist TEFA House of Health Promotion in achieving its goal of enhancing the quality of health services and overall public health.

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1. Introduction

Teaching Factory (TEFA) House of Health Promotion is a teaching factory in the health promotion field. TEFA House of Health Promotion provided consultation, research, and media development services. The services offered could serve as a forum for college students, lecturers, technicians (internal/external), and the broader society. Thus, it is necessary to establish and continually develop the TEFA Health Promotion House. TEFA House of Health Promotion is an educational concept that integrates theory with direct practice according to existing conditions in the field. Therefore, college students, lecturers, technicians, and the people could engage in real-field and relevant experience.

Teaching Factory (TEFA) House of Health Promotion establishment is to enhance healthcare services and public welfare quality. An in-depth analysis Health Service Innovation Strategy of TEFA House of Health Promotion through the identification of the internal and external factors that could influence the establishment of TEFA using SWOT analysis is needed. SWOT analysis was an effective way to determine a company's competitiveness and design strategies that could help to maintain its survival in the globalization era [1].

Multiple internal and external factors could influenced the establishment and development of the TEFA House of Health Promotion in the context of improving health. First, there was government support and policies, one of which is encouraging vocational

education and support the implementation of a teaching factory-based learning model [2]. Secondly, the collaboration occurred between educational institutions, industry, and the health sector [3]. Thirdly, the changes in demand for skilled health professionals [4].

Lastly, there has been a massive increase in the request for health promotion services, the health sector at various levels, such as hospitals and community health centers, has seen a rise in health promotion activities and the ability to address future health challenges [5].

The importance of developing the TEFA House of Health Promotion lies in several reasons. TEFA could serve as a forum for college students, lecturers, technicians, and society to receive direct training from health experts and practitioners, helping them gain a deeper understanding of various aspects of the health promotion field. The involvement of public participation can help achieve optimal health programs and provide benefits for the public itself [6]. In line with this statement, another reason for the need to develop TEFA was that TEFA could serve as an opportunity provider for college students, lecturers, technicians, and the public to participate in research projects related to health.

The development of the TEFA House of Health Promotion could have also helped increase public awareness of the importance of maintaining health. The presence of the teaching factory (TEFA) is a promising paradigm for adapting theoretical knowledge, research, and innovation into industrial practice [7]. Meanwhile, health promotion is essential because it helps increase public awareness of the importance of living a healthy life, both physically and mentally [8]. Health communication to the community is a practical contribution to health promotion and helps disease prevention in a particular region [9]. Through promotional activities conducted by TEFA House of Health Promotion, they could have delivered information about healthy lifestyles and disease prevention more effectively to the public.

Based on the previous description, the development of the TEFA House of Health Promotion was needed to improve the quality of services and the level of health at large. That was a crucial step in addressing health challenges and providing optimal health services in the future. The efforts to achieve this certainly required the right strategy, specifically by creating a TEFA House of Health Promotion service innovation strategy. This research aimed to analyze the Health Service Innovation Strategy: TEFA House of Health Promotion using SWOT Analysis. This research is the first and there has never been previous research related to the development of the TEFA House of Health Promotion.

2. Materials and Methods

This research method used a qualitative research method. Qualitative research is a research method used to study the natural conditions of objects, where the researcher serves as the key instrument. Data collection techniques were carried out through triangulation (combination), data analysis was inductive/ qualitative, and the results of qualitative research emphasized meaning more than generalization [10]. The qualitative research method in this study aims to provide an overview of the Health Service Innovation Strategy of TEFA House of Health Promotion through the identification of internal and external factors that could influence the establishment of TEFA House of Health Promotion using SWOT analysis.

This research was conducted at TEFA House of Health Promotion, Health Promotion Study Program, Politeknik Negeri Jember. This research was held for three months, from May to July 2023. The respondents in this study were all five officers who will work at TEFA House of Health Promotion. The data collection technique used questionnaires given to five TEFA House of Health Promotion management officers. The questionnaire contained information about the internal and external conditions of five TEFA House of Health Promotion management officers, which was assessed by determining scores using

a Likert scale. Scoring by giving a score of 1 indicates the question has a level that is not very important, whereas a score of 4 for the important ones.

Data analysis in this research used SWOT analysis. A SWOT analysis was an effective way to determine a company's competitiveness and design strategies that could help to maintain its survival in the globalization era [1]. This SWOT method provides benefits to TEFA House of Health Promotion by analyzing its internal factors, including TEFA's strengths and weaknesses, which can give a comprehensive understanding of TEFA's condition. Meanwhile, external factors include opportunities and threats. Opportunities factors represent potential avenues for effective TEFA management to ensure survival, while threat factors represent potential hindrances to TEFA's operations. SWOT analysis consisted of identifying internal and external factors, assessing IFAS (Internal Factor Strategy Analysis) and EFAS (External Factor Analysis Strategy), creating a SWOT diagram, and creating a SWOT matrix [11].

3. Results and Discussion

Teaching Factory (TEFA) House of Health Promotion is a teaching factory in the health promotion field. TEFA House of Health Promotion establishment is to enhance healthcare services and public welfare quality. This research discussed an overview of the Health Service Innovation Strategy of the TEFA House of Health Promotion through internal and external factors identification that could influence the TEFA House of Health Promotion establishment using SWOT analysis. This research has benefits as input and consideration for the establishment preparation of the TEFA House of Health Promotion. This research consists of identifying internal (strength and weakness) and external (opportunities and threats) factors, assessing IFAS (Internal Factor Strategy Analysis) and EFAS (External Factor Analysis Strategy), creating a SWOT diagram, and developing a SWOT matrix for TEFA House of Health Promotion.

Identify Internal and External Factors

Internal factors consisted of strengths and weaknesses. Strength was a particular competition that provided a competitive advantage for the company in the market, while weakness was a limitation that could effectively hinder the company's performance [12]. The table below shows the identification of internal factors from the TEFA House of Health Promotion.

Table 1. Internal factors in TEFA house of health promotion

Strengths	Weakness
1. There were capable lecturers and technicians to provide the necessary guidance and training for college students in the health promotion field.	1. The funding resources for the establishment of TEFA were limited.
2. The study program had a network of stakeholders/partners capable of supporting the development of college student skills.	2. There was no TEFA organizational and management structure.
3. The existence of the HFC (Health for Change) community has served as a forum for college students to develop their creativity and skills in the health promotion field.	3. There has not been studies and business plan regarding TEFA's business plans and strategies.
4. It could be a place of practice (study place) for college students to practice and pursue their interests.	4. There were still no suitable SOPs for performance and TEFA learning workflow.
	5. There is still no Standard Operating Procedure (SOP) for Management Governance and Consultation Services.
	6. Lack of training programs and comparative studies to gain broader

5. Already had a competent team to conduct research service consulting activities, plan the development of health promotion programs, and create health promotion media.	6. Provide various types of comprehensive health promotion services.	7. The service provided by TEFA conducted online.	exposure to the business environment related to the TEFA management model.
			7. There was not much cooperation and collaboration with internal and external parties.
			8. There was no work program that was structured systematically.
			9. There were no supporting facilities and infrastructure.
			10. Marketing strategies that were still lacking.

Source: Primary Data, 2023

External factors consisted of opportunities and threats. Opportunities were crucial situations that benefited the company, while threats were significant situations that could harm the company. The table below shows the identification of external factors from the TEFA House of Health Promotion.

Table 2. External Factors in TEFA House of Health Promotion

Opportunities	Threats
1. There were requests for services (health education content, consultation of research and planning, development planning, and evaluation in the health promotion field).	1. The development of TEFA's Business Plan and strategy must consider competition from established businesses in the market.
2. Government policies supported the utilization of vocational education in the TEFA formation process.	2. Rapid technological changes made existing service or product skills obsolete, so it was necessary to update skills and competencies regularly.
3. Massive access to technology and digital platforms could have created opportunities for TEFA to provide digital products and services, potentially leading to the acquisition business relationships on platforms like e-commerce.	3. Many study centers already have expertise in consulting research, developing health promotion programs, and creating media.
4. There were opportunities to get external funding.	4. The public does not yet know about TEFA's existence.
5. There was support from educational institutions.	
6. It had potential as a forum for education, service, and research for lecturers and college students, both internal and external.	

Source: Primary Data, 2023

IFAS and EFAS calculations

Internal Factor Analysis Summary (IFAS) is an analysis that provides the internal conditions of a company to determine the strengths and weaknesses of a company [13]. IFAS calculation aimed to identify the relation between strengths and weaknesses, encompassed within the internal factors of the TEFA House of Promotion. The scores given by the informants were processed and entered into the IFAS table below.

Table 3. IFAS calculation in TEFA House of health promotion

Internal Factors		Weight	Rating	Weight x Rating
Strengths				
1.	There were capable lecturers and technicians to provide the necessary guidance and training for college students in the health promotion field.	0.07	3.33	0.22
2.	The study program had a network of stakeholders/partners capable of supporting the development of college student skills.	0.06	2.67	0.16
3.	The existence of the HFC (Health for Change) community has served as a forum for college students to develop their creativity and skills in the health promotion field.	0.06	3.22	0.18
4.	It could be a place of practice (study place) for college students to practice and pursue their interests.	0.06	3.44	0.20
5.	Already had a competent team to conduct research service consulting activities, plan the development of health promotion programs, and create health promotion media.	0.07	3.00	0.20
6.	Provide various types of comprehensive health promotion services.	0.07	3.33	0.22
7.	The service provided by TEFA conducted online.	0.05	2.56	0.13
TOTAL				1.32
Internal Factors		Weight	Rating	Weight x Rating
Weakness				
1.	The funding resources for the establishment of TEFA were limited.	0.07	-3.89	-0.26
2.	There was no TEFA organizational and management structure.	0.06	-3.33	-0.21
3.	There has not been studies and business plan regarding TEFA's business plans and strategies.	0.06	-2.67	-0.17
4.	There were still no suitable SOPs for performance and TEFA learning workflow.	0.06	-3.44	-0.21

5. There is still no Standard Operating Procedure (SOP) for Management Governance and Consultation Services.	0.05	-3.89	-0.21
6. Lack of training programs and comparative studies to gain broader exposure to the business environment related to the TEFA management model.	0.04	-3.00	-0.13
7. There was not much cooperation and collaboration with internal and external parties.	0.05	-3.44	-0.19
TOTAL			1.32
S-W			3.26

Source: Primary Data, 2023

Based on Table 3 above, the results obtained from the IFAS calculation at TEFA House of Promotion were 3.26. The IFAS calculation result derives from the difference between strengths and weaknesses.

External analysis is conducted with the aim of exploring and leveraging emerging opportunities and also identifying threats that need to be avoided [14]. EFAS calculation aimed to identify the relation between opportunities and threats, encompassed within the external factors of the TEFA House of Promotion. The scores given by the informants were processed and entered into the IFAS table below.

Table 4. EFAS Calculation in TEFA House of health promotion

External Factors	Weight	Rating	Weight x Rating
Opportunities			
1. There were requests for services (health education content, consultation of research and planning, development planning, and evaluation in the health promotion field).	0.11	3.67	0.41
2. Government policies supported the utilization of vocational education in the TEFA formation process.	0.08	2.78	0.21
3. Massive access to technology and digital platforms could have created opportunities for TEFA to provide digital products and services, potentially leading to the acquisition business relationships on platforms like e-commerce.	0.09	3.22	0.29
4. There were opportunities to get external funding.	0.10	3.44	0.34
5. There was support from educational institutions.	0.11	3.11	0.35

6. It had potential as a forum for education, service, and research for lecturers and college students, both internal and external.	0.10	3.33	0.34
TOTAL			1.93
External Factors			
Threats			
1. The development of TEFA's Business Plan and strategy must consider competition from established businesses in the market.	0.10	-3.00	-0.31
2. Rapid technological changes made existing service or product skills obsolete, so it was necessary to update skills and competencies regularly.	0.10	-3.89	-0.41
3. Many study centers already have expertise in consulting research, developing health promotion programs, and creating media.	0.09	-3.22	-0.31
4. The public does not yet know about TEFA's existence.	0.11	-3.56	-0.38
TOTAL			-1.41
O-T			3.34

Source: Primary Data, 2023

Based on Table 4 above, the results obtained from the EFAS calculation at TEFA House of Promotion were 3.34. The EFAS calculation result derives from the difference between opportunities and threats.

SWOT Diagram

The SWOT diagram was created after conducting an IFAS and EFAS calculation, which is used to determine the condition point of the House of Promotion. It helps in determining the appropriate system development strategy [15].

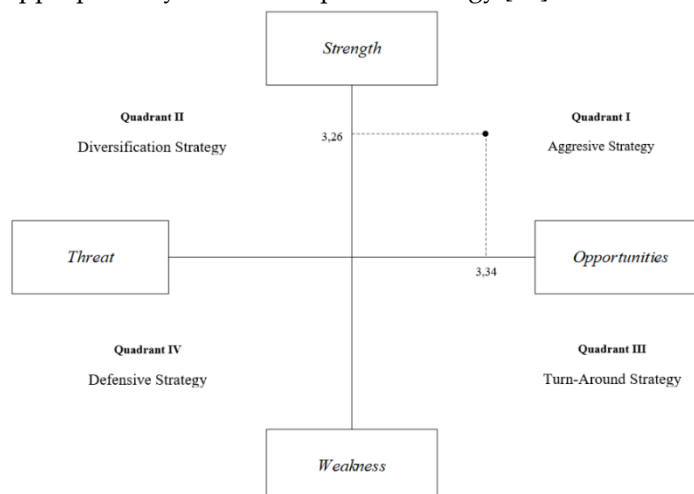


Figure 1. SWOT diagram in TEFA House of health promotion

Based on Figure 1 and SWOT calculations above, the results obtained were O>S, opportunities greater than existing strengths, where the direction of the TEFA House of Health Promotion policy was in quadrant I, which was the aggressive quadrant. Quadrant I states that TEFA House of Health Promotion has a highly advantageous position. Quadrant I is a situation where the organization has substantial strengths and opportunities, offering further room for optimization through minimizing potential weaknesses and threats [16].

Table 2. Matriks SWOT pada TEFA *House of Health Promotion*

Internal Factor/External Factor	Internal Factor	
	Strengths (S)	Weakness (W)
	<ol style="list-style-type: none"> 1. There were capable lecturers and technicians to provide the necessary guidance and training for college students in the health promotion field. 2. The study program had a network of stakeholders/partners capable of supporting the development of college student skills. 3. The existence of the HFC (Health for Change) community has served as a forum for college students to develop their creativity and skills in the health promotion field. 4. It could be a place of practice (study place) for college students to practice and pursue their interests. 5. Already had a competent team to conduct research service consulting activities, plan the development of health promotion programs, and create health promotion media. 6. Provide various types of comprehensive health promotion services. 7. The service provided by TEFA conducted online 	<ol style="list-style-type: none"> 1. The funding resources for the establishment of TEFA were limited. 2. There was no TEFA organizational and management structure. 3. There has not been studies and business plan regarding TEFA's business plans and strategies. 4. There were still no suitable SOPs for performance and TEFA learning workflow. 5. There is still no Standard Operating Procedure (SOP) for Management Governance and Consultation Services. 6. Lack of training programs and comparative studies to gain broader exposure to the business environment related to the TEFA management model. 7. There was not much cooperation and collaboration with internal and external parties. 8. There was no work program that was structured systematically. 9. There were no supporting facilities and infrastructure. 10. Marketing strategies that were still lacking.
Opportunities (O)	SO Strategies	WO Strategies

-
- | | | |
|--|---|--|
| <ol style="list-style-type: none"> 1. There were requests for services (health education content, consultation of research and planning, development planning, and evaluation in the health promotion field). 2. Government policies supported the utilization of vocational education in the TEFA formation process. 3. Massive access to technology and digital platforms could have created opportunities for TEFA to provide digital products and services, potentially leading to the acquisition business | <ol style="list-style-type: none"> 1. Make TEFA House of Health Promotion a service provider in the health promotion sector, such as consultation, research, and media development required by college students. 2. Propose external funding proposals to partners and educational institutions to develop the TEFA House of Health Promotion. 3. Accommodate the HFC (Health for Change) community as a pioneer in the health promotion field, both within the campus and in the community, by following the prevailing government policies. 4. Promote the services provided at TEFA House of Health Promotion online on digital platforms such as e-commerce | <ol style="list-style-type: none"> 1. The funding resources, facilities, and infrastructure were limited. TEFA House of Health Promotion management must create a web-based digital platform or utilize e-commerce to give services to consumers. Managers can also propose for external funding to help develop the TEFA House of Health Promotion. 2. The manager of TEFA House of Health Promotion must create a well-defined management organizational structure, TEFA business plan and strategy, SOP for Performance and workflow, SOP for Management Governance and Consultation Services, as well as work programs that are structured systematically to provide excellent service for consumers, as one of the efforts to obtain external funding, and realize the Tri Dharma of Higher Education. 3. The existence of a government policy for the establishment of TEFA and internal support can become a legal basis for organizing or participating in training programs, comparative studies, cooperation, and collaboration with internal and external parties. |
|--|---|--|
-

-
- relationships on platforms like e-commerce.
 - 4. There were opportunities to get external funding.
 - 5. There was support from educational institutions.
 - 6. It had potential as a forum for education, service, and research for lecturers and college students, both internal and external.

Threats (T)	ST Strategies	WT Strategies
1. The development of TEFA's Business Plan and strategy must consider competition from established businesses in the market. 2. Rapid technological changes made	1. Lecturers and technicians can work as a team to manage TEFA House of Health Promotion in developing or adding new services that are still not currently offered by the market, have their advantages, originality and uniqueness, competitive prices in the market, or use the ATM method. So, it can attract consumers' interest in using the services provided. 2. TEFA House of Health Promotion lecturers and technicians must regularly attend training and seminars and be aware of developments in science and technology in health promotion. These efforts aim to provide efficient and effective services to consumers.	1. TEFA House of Health Promotion managers creating/completing the organizational management equipment 2. TEFA House of Health Promotion managers manage and develop marketing promotions of the services that attract and invite consumer enthusiasm so that consumers can find out about the existence of TEFA House of Health Promotion. 3. TEFA House of Health Promotion managers must take training and seminars and be aware of existing developments in the field of

existing service or product skills obsolete, so it was necessary to update skills and competencies regularly.	3. TEFA House of Health Promotion's lecturers and technicians must maximize promotional activities in the internal and external organizations, such as collaborating with stakeholders/partners and the HFC (Health for Change) community using pamphlets on a smaller scale and utilizing social media on a broader scale. The managers can offer free or discounted services to attract initial interest at events organized by organization and the Regional Government.	health promotion. So, it can attract consumers' interest in using the services provided. TEFA House of Health Promotion manager must develop or add new services that are still not currently offered by the market, have their advantages, originality and uniqueness, competitive prices, or use the ATM method. So, it can attract consumers' interest in using the services provided.
3. Many study centers already have expertise in consulting research, developing health promotion programs, and creating media.		
4. The public does not yet know about TEFA's existence.		

Source: Primary Data, 2023

Based on Table 5 above, the obtained strategies for each SWOT element were as follows;

1. SO Strategies of TEFA House of Health Promotion

TEFA House of Health Promotion's Strength-Opportunity (SO) strategy includes make TEFA House of Health Promotion a service provider in the health promotion sector. Submit proposals to obtain external funding for TEFA's development. Accommodate the HFC (Health for Change) community as a pioneer in the health promotion field. Promote the services provided at TEFA House of Health Promotion online on digital platforms such as e-commerce [17].

2. WO Strategies of TEFA House of Health Promotion

TEFA House of Health Promotion's Weakness-Opportunity (WO) strategy, such as creating a web-based digital platform or utilizing e-commerce as a media to providing services to consumers, applying for external funding to help develop TEFA House of Health Promotion. Creating a well-defined management organizational structure, TEFA

business plan and strategy, Performance and Work Flow SOPs, Management and Service Governance SOPs, and systematically structured work programs. Organize or participate in training programs, comparative studies, cooperation, and collaboration with internal and external parties [18].

3. ST Strategies of TEFA House of Health Promotion

TEFA House of Health Promotion's Strength-Threat (ST) strategy includes working as a team to manage the development or addition of new services that are still not currently offered by the market. TEFA House of Health Promotion lecturers and technicians must regularly attend training and seminars and be aware of developments in science and technology in health promotion. TEFA House of Health Promotion's lecturers and technicians must maximize promotional activities in the internal and external organizations, such as collaborating with stakeholders/partners and the HFC (Health for Change) community using pamphlets on a smaller scale and utilizing social media on a broader scale. Social media can increase public access to health information and complement conventional health promotion [19].

4. WT Strategies of TEFA House of Health Promotion

TEFA House of Health Promotion's Weakness-Threat (WT) strategy includes creating/completing the organizational management equipment. TEFA House of Health Promotion managers manage and develop marketing promotions of the services that attract and invite consumer enthusiasm so that consumers can find out about the existence of TEFA House of Health Promotion. TEFA House of Health Promotion managers must take training and seminars and be aware of existing developments in the field of health promotion. So, it can attract consumers' interest in using the services provided [20].

4. Conclusions

Based on the SWOT analysis, TEFA House of Health Promotion had several strengths, such as having lecturers and technicians, partners/stakeholders, and the HFC (Health for Change) community who could support and develop college student creativity in health promotion. However, the TEFA House of Health Promotion had several weaknesses, including the limited budget resources, the absence of a clear organizational structure, and not having a study of TEFA's business plan. Attractive opportunities included the request for health promotion services, institutional and government support, and the massive development of digital platforms. On the other hand, threats arose from intense competition from more experienced markets, technological changes, and the unfamiliarity of TEFA House of Health Promotion in society.

Based on the IFAS and EFAS calculation results, the TEFA House of Health Promotion was in quadrant I on the quadrant graph, signifying that it supported aggressive strategies. Quadrant I is a situation where the organization has substantial strengths and opportunities, offering further room for optimization through minimizing potential weaknesses and threats. The strategy that can be implemented is to make TEFA House of Health Promotion as a service provider in the field of health promotion, offering services like consultation and research required by college students. The manager of TEFA House of Health Promotion must create a well-defined management organizational structure, TEFA business plan and strategy, SOP for Performance and workflow, SOP for Management Governance and Consultation Services, as well as work programs that are structured systematically to provide excellent service for consumers, as one of the efforts to obtain external funding, and realize the Tri Dharma of Higher Education. TEFA House of Health Promotion's lecturers and technicians must maximize promotional activities in the internal and external organizations. It includes collaborating with stakeholders/partners and the HFC (Health for Change) community using pamphlets on a smaller scale and utilizing social media on a broader scale. The managers can offer free

or discounted services to attract initial interest at events organized by organization and the Regional Government.

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