

## DAFTAR PUSTAKA

- Agustina, R., Dartanto, T., Sitompul, R., Susiloretni, K. A., Suparmi, Achadi, E. L., Taher, A., Wirawan, F., Sungkar, S., Sudarmono, P., Shankar, A. H., Thabraney, H., Susiloretni, K. A., Soewondo, P., Ahmad, S. A., Kurniawan, M., Hidayat, B., Pardede, D., Mundiharno, ... Khusun, H. (2019). Universal health coverage in Indonesia: concept, progress, and challenges. Dalam *The Lancet* (Vol. 393, Nomor 10166). [https://doi.org/10.1016/S0140-6736\(18\)31647-7](https://doi.org/10.1016/S0140-6736(18)31647-7)
- Anjasni, B. (2013). SWOT Assesment of the Community Potency to Determine the Strategic Planning for Volcano Eruption Disaster Management (Case Study in Cangkringan, Yogyakarta Province). *Procedia Environmental Sciences*, 17, 337–343. <https://doi.org/https://doi.org/10.1016/j.proenv.2013.02.046>
- Ansell, C., & Gash, A. (2008). Collaborative governance in theory and practice. *Journal of Public Administration Research and Theory*, 18(4). <https://doi.org/10.1093/jopart/mum032>
- Ansoff, H. I. (1980). Strategic Issue Management. Dalam *Strategic Management Journal* (Vol. 1).
- Asante, A., Cheng, Q., Susilo, D., Satrya, A., Haemmerli, M., Fattah, R. A., Kosen, S., Novitasari, D., Puteri, G. C., Adawiyah, E., Hayen, A., Mills, A., Tangcharoensathien, V., Jan, S., Thabraney, H., & Wiseman, V. (2023). The benefits and burden of health financing in Indonesia: analyses of nationally representative cross-sectional data. *The Lancet Global Health*, 11(5). [https://doi.org/10.1016/S2214-109X\(23\)00064-5](https://doi.org/10.1016/S2214-109X(23)00064-5)
- Askari, R., Pourkosari, F., Koupal, R., & Mokhtari, M. (2022). Presented and prioritizing waste management strategies using SWOT and QSPM approach in two private hospitals in Yazd in 2021. *International Journal of Environmental Health Research*, 1–14. <https://doi.org/10.1080/09603123.2022.2099533>
- Barney, J. (1991). Firm Resources and Sustained Competitive Advantage. *Journal of Management*, 17(1). <https://doi.org/10.1177/014920639101700108>
- BPJS Kesehatan. (2023). Laporan Pengelolaan Program JKN dan Laporan Keuangan Tahun 2022. Dalam *BPJS Kesehatan*. <https://www.bpjs-kesehatan.go.id/bpjs/dmdocuments/c3568eb4dc67d356bad6cf5b1c926fe4.pdf>
- Dartanto, T., Pramono, W., Lumbanraja, A. U., Siregar, C. H., Bintara, H., Sholihah, N. K., & Usman. (2020). Enrolment of informal sector workers in the National Health Insurance System in Indonesia: A qualitative study. *Helijon*, 6(11). <https://doi.org/10.1016/j.heliyon.2020.e05316>
- David, F. R. (2011). *Strategic Management: Concepts And Cases* (13 ed.). Pearson Education.
- Debie, A., Khatri, R. B., & Assefa, Y. (2022). Successes and challenges of health systems governance towards universal health coverage and global health security: a narrative review and synthesis of the literature. Dalam *Health Research Policy and Systems* (Vol. 20, Nomor 1). <https://doi.org/10.1186/s12961-022-00858-7>
- DJSN. (2022). *Buku Statistik JKN 2016-2021*. Dewan Jaminan Sosial Nasional.

- Endartiwi, S. S. (2018). Persepsi masyarakat terhadap kemauan untuk mendaftar menjadi peserta mandiri jaminan kesehatan nasional (JKN). *JHeS (Journal of Health Studies)*, 2(2). <https://doi.org/10.31101/jhes.381>
- Etikan, I. (2016). Comparison of Convenience Sampling and Purposive Sampling. *American Journal of Theoretical and Applied Statistics*, 5(1). <https://doi.org/10.11648/j.ajtas.20160501.11>
- Fattah, N. (2015). *Manajemen Stratejik Berbasis Nilai*. PT. Remaja Rosdakarya Offset.
- Hardani, Juliana Sukmana, D., & Fardani, R. (2020). *Metode Penelitian Kualitatif & Kuantitatif*. CV. Pustaka Ilmu.
- Hardika, C. P., & Purwanti, E. Y. (2020). Analisis Willingness To Pay Terhadap Iuran BPJS Kesehatan Pada Pekerja Sektor Infoprmal Di Kota Semarang. *DIPONEGORO JOURNAL OF ECONOMICS*, 9(3). <http://ejournals-s1.undip.ac.id/index.php/jme>
- Hunger, J. D., & Wheelen, T. L. (2003). *Manajemen Strategis* (5th ed.). Penerbit Andi.
- Jaca, A., Malinga, T., Iwu-Jaja, C. J., Nnaji, C. A., Okeibunor, J. C., Kamuya, D., & Wiysonge, C. S. (2022). Strengthening the Health System as a Strategy to Achieving a Universal Health Coverage in Underprivileged Communities in Africa: A Scoping Review. Dalam *International Journal of Environmental Research and Public Health* (Vol. 19, Nomor 1). <https://doi.org/10.3390/ijerph19010587>
- Koo, H., Chau, K., Koo, L., Liu, S., & Tsui, S. (2011). A structured SWOT approach to develop strategies for the government of Macau, SAR. *Journal of Strategy and Management*, 4(1), 62–81. <https://doi.org/10.1108/1755425111110122>
- Kosasih, D. M., Adam, S., Uchida, M., Yamazaki, C., Koyama, H., & Hamazaki, K. (2022). Determinant factors behind changes in health-seeking behaviour before and after implementation of universal health coverage in Indonesia. *BMC Public Health*, 22(1), 952. <https://doi.org/10.1186/s12889-022-13142-8>
- Lashgari, S., Antuchevičienė, J., Delavari, A., & Kheirkhah, O. (2014). Using QSPM and WASPAS methods for determining outsourcing strategies. *Journal of Business Economics and Management*, 15(4), 729–743. <https://doi.org/10.3846/16111699.2014.908789>
- Maher, A., Ayoubian, A., Rafiei, S., Sheibani Tehrani, D., Mostofian, F., & Mazyar, P. (2019). Developing strategies for patient safety implementation: a national study in Iran. *International Journal of Health Care Quality Assurance*, 32(8), 1113–1131. <https://doi.org/10.1108/IJHCQA-02-2019-0043>
- Maulana, N., Soewondo, P., Adani, N., Limasalle, P., & Pattnaik, A. (2022). How Jaminan Kesehatan Nasional (JKN) coverage influences out-of-pocket (OOP) payments by vulnerable populations in Indonesia. *PLOS Global Public Health*, 2(7), e0000203. <https://doi.org/10.1371/journal.pgph.0000203>
- Miles, M. B., & Huberman, A. M. (1984). *Drawing Valid Meaning from Qualitative Data: Toward a Shared Craft*. <http://er.aera.net>
- Mohammadi, K. (2023). Improved strategy management for WDNs: Integrated prioritization SWOT QSPM (IPSQ) method – Application to passive defense.

- Socio-Economic Planning Sciences*, 101663.  
<https://doi.org/https://doi.org/10.1016/j.seps.2023.101663>
- Moleong, L. J. (2007). *Metodologi Penelitian Kualitatif Edisi Revisi*. Remaja Rosdakarya.
- Muchtar, A. T., Purbolaksono, A., Setyaningsih, E., Basrianto, F., Guzasiah, M. A. Y., Fadilah, M. R., & Wahyuni, N. (2019). *Kajian Kebijakan Penyelenggaraan Jaminan Kesehatan di Era Otonomi Daerah*. The Indonesian Institute.
- Muttaqien, M., Setyaningsih, H., Aristianti, V., Selby Coleman, H. L., Hidayat, M. S., Dhanalvin, E., Siregar, D. R., Mukti, A. G., & Kok, M. O. (2021). Why did informal sector workers stop paying for health insurance in Indonesia? Exploring enrollees' ability and willingness to pay. *PLoS ONE*, 16(6 June). <https://doi.org/10.1371/journal.pone.0252708>
- Norouzi, A., Sadighi, H., Abbasi, E., Fami, H. S., & Aski, H. M. (2023). Strategic analysis of startup ecosystem in Iran's agricultural sector. *Journal of Global Entrepreneurship Research*, 13(1), 1. <https://doi.org/10.1007/s40497-023-00346-4>
- Osterwalder, A., & Pigneur, Y. (2010). Business Model Generation. Dalam 2010.
- Pearce, J. A., & Robinson, R. B. (2014). Manajemen Strategis 1 (ed.12). Dalam *Penerbit salemba*.
- Porter, M. E. (1996, Desember). What Is Strategy? *Harvard Business Review*.
- Rangkuti, F. (1997). *Analisis SWOT: Teknik Membedah Kasus Bisnis*. PT. Gramedia.
- Rangkuti, F. (2011). *SWOT Balance Scorecard*. PT. Gramedia.
- Saputri, N. S., & Murniati, S. (2022). *KAJIAN DAMPAK BANTUAN IURAN PROGRAM JAMINAN KESEHATAN PADA MASYARAKAT MISKIN DAN TIDAK MAMPU*. [www.smeru.or.id](http://www.smeru.or.id).
- Sekaran, Uma. (2003). *Research methods for business : a skill-building approach*. John Wiley & Sons.
- Shah, A., Lemma, S., Tao, C., & Wong, J. (2023). The Role of Health Policy and Systems in the Uptake of Community-Based Health Insurance Schemes in Low- and Middle-Income Countries: A Narrative Review. Dalam *Health Services Insights* (Vol. 16). <https://doi.org/10.1177/11786329231172675>
- Siddiqui, A. (2021). "SWOT Analysis (or SWOT Matrix) Tool as a Strategic Planning and Management Technique in the Health Care Industry and Its Advantages." *Biomedical Journal of Scientific & Technical Research*, 40(2). <https://doi.org/10.26717/bjstr.2021.40.006419>
- Solihin, I. (2012). *Manajemen Strategik*. Penerbit Erlangga.
- Sugiyono. (2010). *Metode Penelitian Administrasi*. CV. Alfabeta.
- Sugiyono. (2018). *Metode Penelitian Kuantitatif, Kualitatif dan R&D*. CV. Alfabeta.
- Syahza, A. (2021). *Metode Penelitian* (Edisi Revisi). Unri Press. <https://www.researchgate.net/publication/354697863>
- Syarifuddin, S., Afrizayanti, & Afdal, A. (2022). INISIATIF Culture Health Index: Mengukur Tingkat Kesehatan Budaya Organisasi BPJS Kesehatan. *Jurnal Jaminan Kesehatan Nasional (JJKN)*, 2(2). <https://doi.org/10.53756/jjkn.v2i2.109>

- Tang, Z., Hull, C. E., & Rothenberg, S. (2012). How Corporate Social Responsibility Engagement Strategy Moderates the CSR-Financial Performance Relationship. *Journal of Management Studies*, 49(7). <https://doi.org/10.1111/j.1467-6486.2012.01068.x>
- Vlados, C. (2019). On a correlative and evolutionary SWOT analysis. *Journal of Strategy and Management*, 12(3), 347–363. <https://doi.org/10.1108/JSMA-02-2019-0026>
- Walukow, M. I., & Pangemanan, S. A. (2015). Developing Competitive Strategic Model Using Quantitative Strategic Planning Matrix (QSPM) Approach for Handicrafts Ceramic Industry in Pulutan, Minahasa Regency. *Procedia - Social and Behavioral Sciences*, 211, 688–695. <https://doi.org/https://doi.org/10.1016/j.sbspro.2015.11.104>
- Wardhani, F. K., & Dini, A. (2020). Strategy Formulation Using SWOT Analysis , SPACE Matrix And QSPM : A Conceptual Framework. *International Journal of Innovative Science and Research Technology*, 5(5), 1520–1527.
- Wheelan, T. L., & Hunger, J. D. (2012). *Strategic Management And Business Policy*.
- William, G., & Mulia, F. (2022). Penerapan Metode QSPM Dalam Pemilihan Strategi “Dadar Banjoer” Bandung. *MANNERS Management and Entrepreneurship Journal*, 5(2).
- Zulfa, N. R. A., Rosady, D. S., & Narimawati, U. (2022). Business Strategy for Private General Hospital in Universal Health Coverage Era. *Jurnal Bisnis Strategi*, 31(2), 83–91.

## Lampiran 1. Biodata

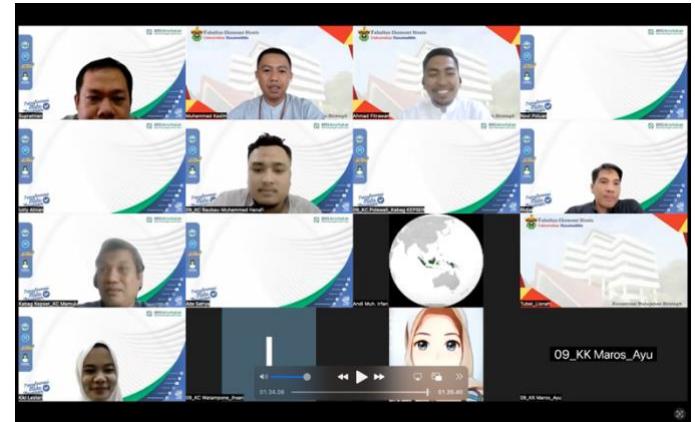
**KEMENTERIAN PENDIDIKAN, KEBUDAYAAN, RISET DAN TEKNOLOGI  
UNIVERSITAS HASANUDDIN  
PROGRAM PASCASARJANA**

JL. PERINTIS KEMERDEKAAN KM. 10 MAKASSAR 90245 TELP (0411)  
585034,585036 FAX : (0411) 585868

E-mail :info@pasca.unhas.ac.id Website : <http://pasca.unhas.ac.id>

Nim	: A012221070	
Nama Lengkap	: Muhammad Kasim	
Program Studi	: Magister Manajemen	
Tempat & tanggal Lahir	: Bulukumba, 15 November 1987	
Jenis Kelamin / Agama	: Laki-laki/Islam	
Provinsi, kabupaten/Kota Tempat Lahir	: Sulawesi Selatan, Bulukumba	
Suku / Bangsa	: Bugis	
Jumlah Saudara	: 1	
Kakak	: 1 (orang)	
Adik	: -	
Alamat Makassar atau Sekitarnya	: Jl. Pejuang No. 21 Kel. Paropo Kec.	
Panakkukang		
No. Hp	: 08114345040	
No. Tlp Rumah	: -	
PENDIDIKAN TERAKHIR SMA		
Nama/Kab/Provinsi Pend. Terakhir	: SMAN 1/Bulukumba/Sulawesi Selatan	
Jurusan Pend. Terakhir / Program	: Farmasi/Profesi Apoteker	
Jurusan Pend. Terakhir / Program	: Farmasi/Profesi Apoteker	
Tahun Masuk S1	: 2006	
Tahun Lulus S1	: 2012	
DATA WISUDA		
Tahun Masuk Unhas	: 2022	
Periode Wisuda (rencana)	: Mei 2024	
Judul Tugas Akhir	: Strategi Peningkatan Cakupan Peserta Program JKN Segmen PBPU Pemda Pada Kantor Kedeputian Wilayah IX BPJS Kesehatan	
Abstrak (Versi Bhs. Indonesia)	: Terlampir	

## Lampiran 2. Dokumentasi Penelitian



Focus Group Discussion  
**STRATEGI PENINGKATAN CAKUPAN PESERTA  
PROGRAM JKN SEGMENT PBPU PEMDA PADA  
KANTOR KEDEPUTIAN WILAYAH IX BPJS  
KESEHATAN**

Muhammad Kasim  
Staf Pelaksanaan Pembelajaran Corporate University  
Pada Program Magister Manajemen FEB Universitas Hasanuddin

Muhammad Kasim  
Ahmad Fitrawi  
09\_KC.Polewalli\_Kabag KEPSER  
Novi Poluan  
Kepwil IX  
M. risal

A large title slide for a Focus Group Discussion. The title is "STRATEGI PENINGKATAN CAKUPAN PESERTA PROGRAM JKN SEGMENT PBPU PEMDA PADA KANTOR KEDEPUTIAN WILAYAH IX BPJS KESEHATAN". Below the title, it says "Focus Group Discussion". At the bottom, it lists "Muhammad Kasim" as a "Staf Pelaksanaan Pembelajaran Corporate University" for the "Program Magister Manajemen FEB Universitas Hasanuddin". To the right of the title, there is a vertical video conference interface showing several participants in a grid. The names of some participants are listed next to their feeds: Muhammad Kasim, Ahmad Fitrawi, 09\_KC.Polewalli\_Kabag KEPSER, Novi Poluan, Kepwil IX, and M. risal. The background of the slide features a light blue gradient with white dots.