



INDUSTRIAL TRAINING REPORT
SWOT ANALYSIS OF RAJA PERMAISURI BAINUN
HOSPITAL IPOH, PERAK
1ST MARCH 2021 – 13TH AUGUST 2021

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EXECUTIVE SUMMARY

This is an internship report regarding the Raja Permaisuri Bainun Hospital SWOT analysis where there is an in-depth research on how the SWOT technique applies in this company. It starts with an introduction about Raja Permaisuri Bainun Hospital followed by the history of the hospital itself. It gives a briefing about all the Raja Permaisuri Bainun Ipoh Hospital.

This study is a brief discussion of the functions carried out at Raja Permaisuri Bainun Hospital. This hospital, which was constructed in 1891, is one of the largest hospitals in Perak. The hospital is making every effort to face the future challenges by strategically preparing and making the best use of its financial and control. For the smooth running of the finance department, a skilled team of employees has been recruited to represent and deliver quality and productive results.

Apart from that, in this report reader will be able to understand more on how the SWOT analysis works in this hospital since Raja Permaisuri Bainun Hospital is responsible for distribution of money to three other hospitals which are Sungai Siput Hospital, Kampar Hospital and Batu Gajah Hospital.

In addition, this report will explain and give the reader further details for every strength, weaknesses, opportunities and threats the hospital has discovered for the whole system of this hospital. Furthermore, by using SWOT technique they will be able to see which part that they are best at and which part that they need to change for better management in the future.

At the end, I have briefly evaluated the organization according to my learning and concluded my views about its operation. The last part of the report gives suggestions and recommendations for the company's future.

INSTITUTION'S PROFILE

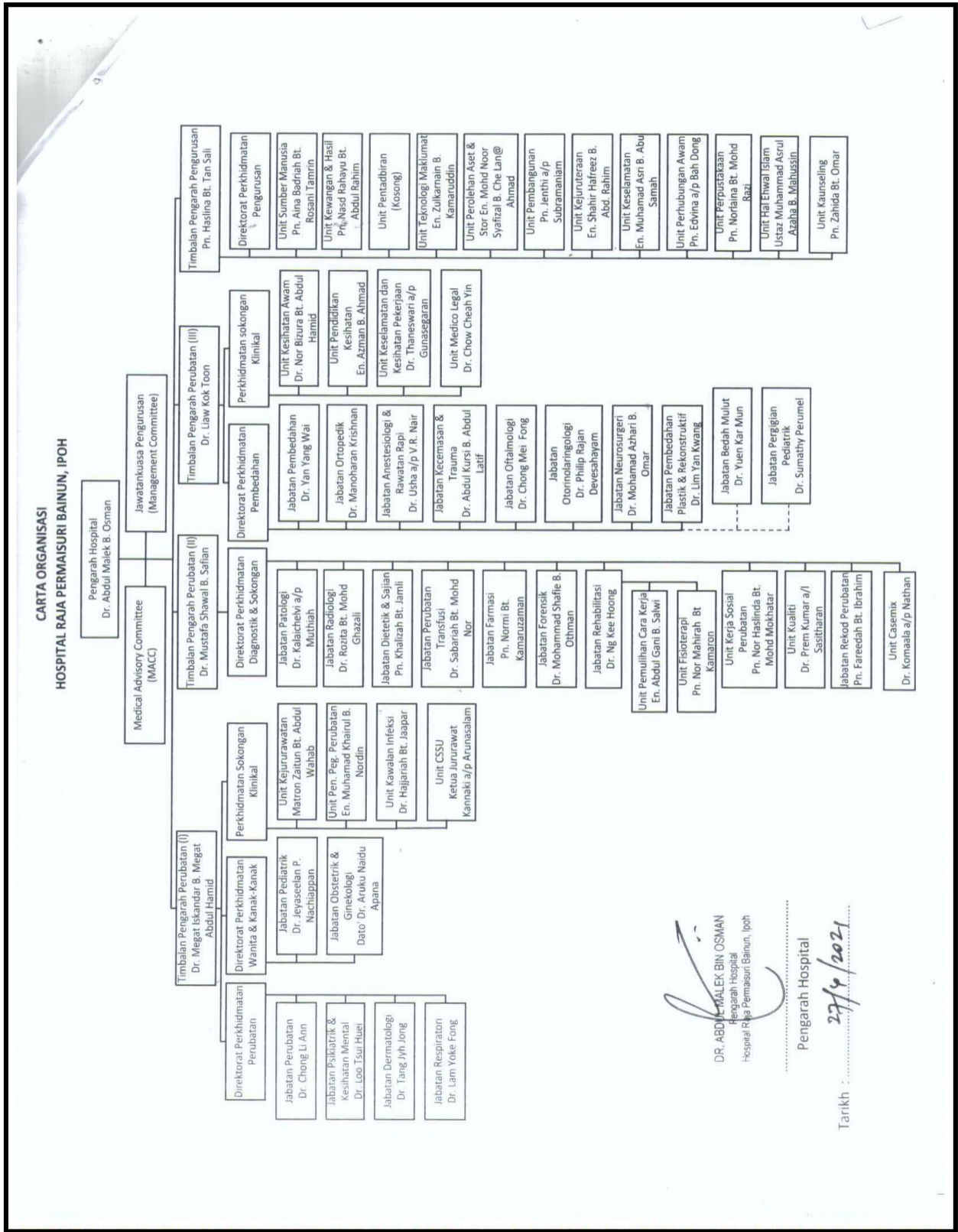


Raja Permaisuri Bainun Hospital is located at Jalan Raja Ashman Shah, 30450 Ipoh, Perak Darul Ridzuan. The history of Raja Permaisuri Bainun Hospital began in 1891 as a District Hospital known as Ipoh Hospital with a capacity of 50 beds only. Later, the Hospital was upgraded to a State Hospital in 1942. The main 8-storey building was completed in 1980. There are other developments including 'Kompleks Klinik Pakar' (built in 1992) and 'Kompleks Rawatan Harian' (built in 2005). On Thursday, 12 June 2008, the name of the hospital was changed from Ipoh Hospital to Raja Permaisuri Bainun Hospital. Currently, this hospital is the third largest hospital after Kuala Lumpur Hospital and Penang Hospital with a capacity of 990 beds, 16 operating rooms, 16 beds of adult intensive care units, 8 beds of cardiac treatment units, 17 beds of pediatric intensive care units (PICU) and 20 bed neonatal treatment units.

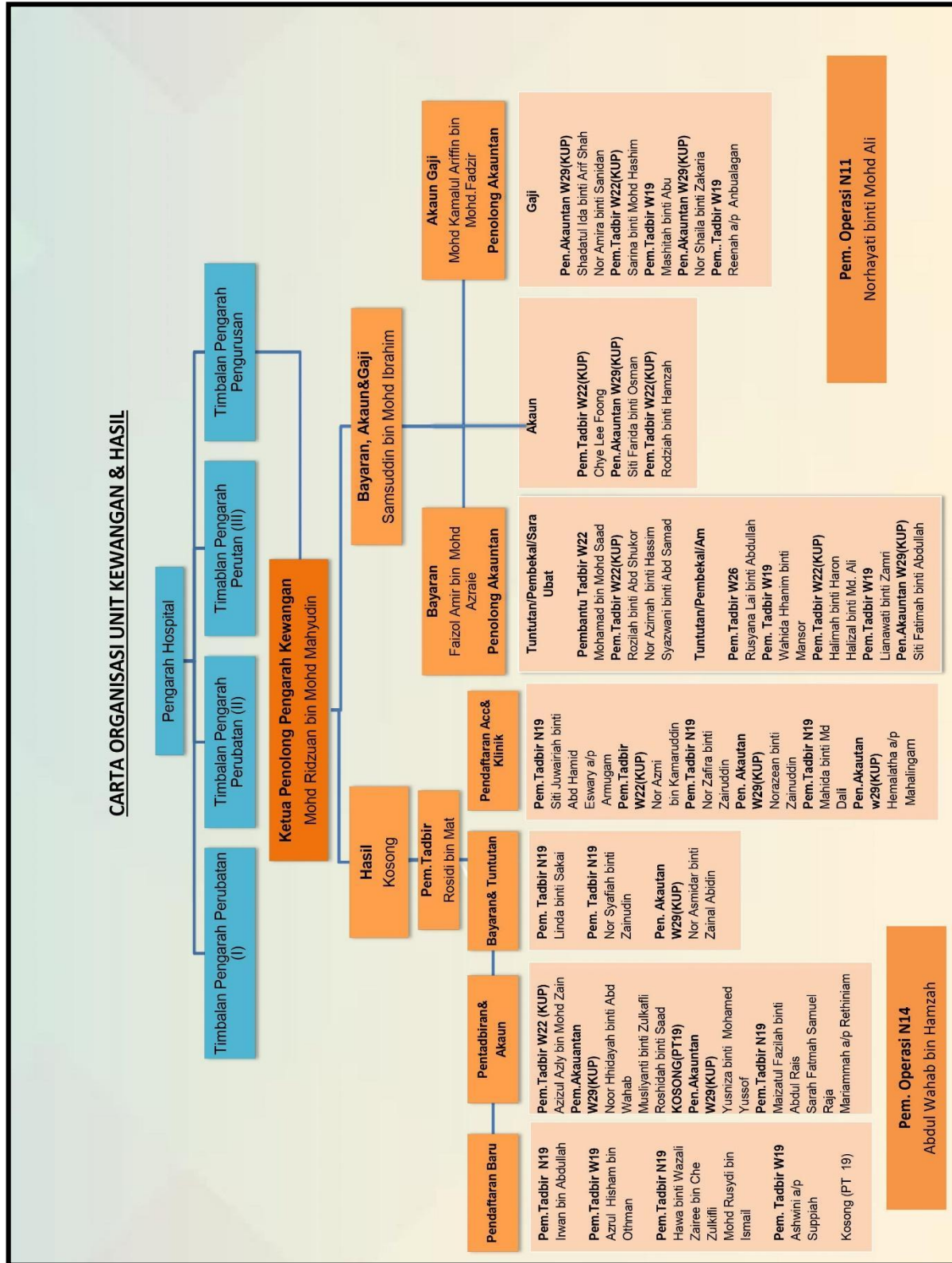
This hospital offers specialist services in all basic areas of expertise as well as sub-specialties such as nephrology, respiratory medicine, hematology, neurosurgery, plastic surgery and pediatrics surgery. MRI CT scan equipment and mammography machines are available in imaging services. Apart from that, Raja Permaisuri Bainun Hospital also serves as a training facility for medical students, nurse trainees, and allied health personnel from public and private universities. This hospital also serves as a training facility for new doctors.

Raja Permaisuri Bainun Hospital vision is quality medical services for all while their mission is by emphasizing caring nature, professionalism, and teamwork, we can provide effective and high-quality rehabilitation, diagnostic, prevention, and health promotion services. As well as respecting patients' human rights. Their objective is to improve patient care quality by providing efficient and effective diagnostic, treatment, and rehabilitation services.

ORGANIZATIONAL STRUCTURE FOR RAJA PERMAISURI BAINUN HOSPITAL



ORGANIZATIONAL STRUCTURE FOR RAJA PERMAISURI BAINUN HOSPITAL (FINANCE DEPARTMENT)



Services Available for Raja Permaisuri Bainun:



This is the main building for this hospital. This building consists of an eighth floor where most of it is for ward rooms for patients. Besides that, under this building there are services available are:

- Pharmacy
- Physiotherapy Unit
- Yields Unit
- Pathology Department
- Emergency and Trauma Department
- Psychiatric and Mental Departments
- Blood Transfusion Medical Department
- Others

Apart from that, around the main building is also where the canteen and department of dietetics and nutrition. The location is very strategic as it is near from one another and it does not require a lot of movement to go to one department to another department.



Ipoh Hospital Daily Treatment Complex (ACC) was built in 2005. This building is focusing more on non-clinical support services and only a few of clinical services applied in this area. Below shows what services that available under this building:

Non-clinical Support

- Finance Department
- Administrative Unit
- Information Technology Unit
- Acquisitions and Assets Unit
- Medical Reports Department
- Library Unit

Clinical Support Services

- CSSD Unit
- Pharmacy
- Rehabilitation Medical Department

Around these buildings is where the Human Resources Unit is located and not far from that there is also a Forensic Department and nurses dormitory.



The picture above shows the new addition to the hospital building which is called “Kompleks Wanita, Kanak kanak dan Kardiologi” (KWKK). They will open this building by phase starting from December 2019 and it will be fully utilized on Julai 2020. As we can see, this building will be more focusing on pregnant women, children and cardiology. Upon opening this new building, it also helped to overcome the issues of not having enough parking space on the main building of the hospital.

Besides that, the hospital also hope that this complex could be focusing on other clinical services such as:

- Pediatric
- Endogram
- Patients that have heart problems and more.

In the end, by having this new building, the hospital hopes that it could help to offer smooth operation for the hospital as well as the health of the patient.

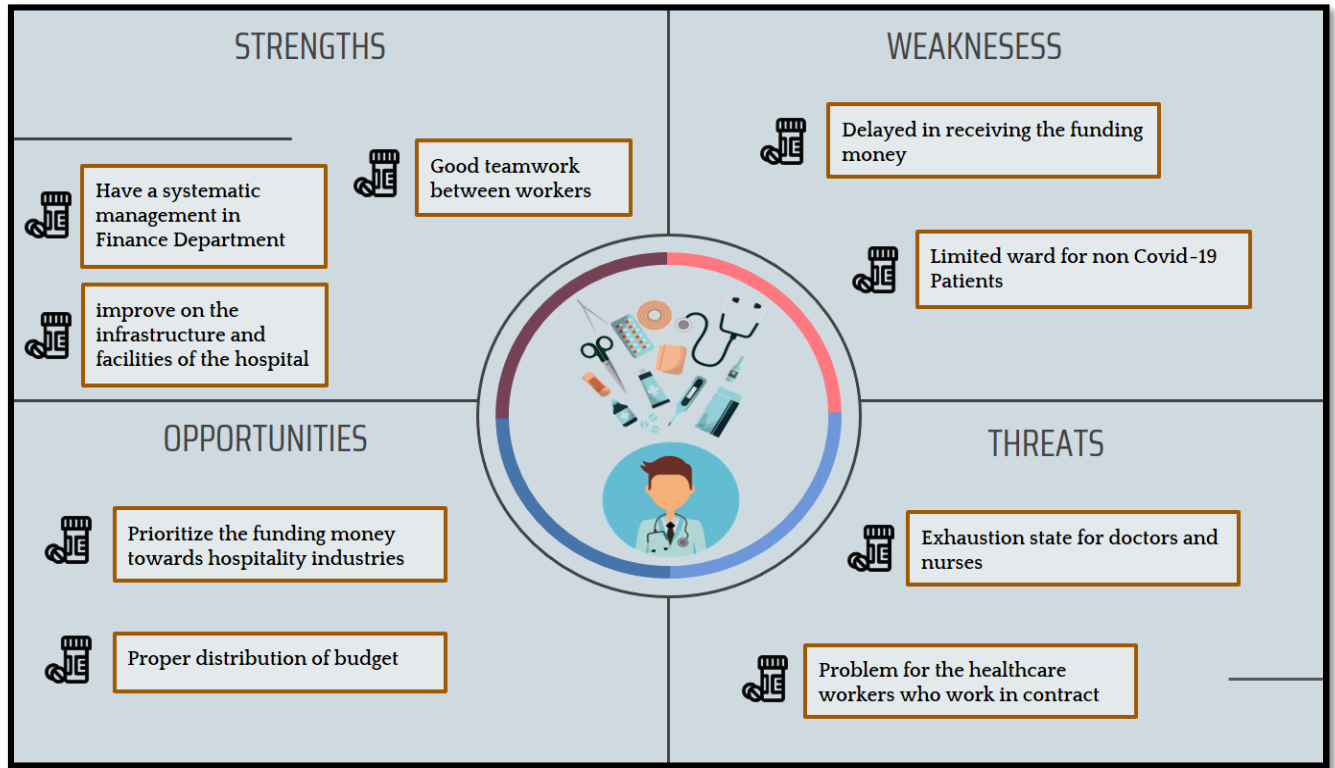
TRAINING'S REFLECTION

The universities have set the internship duration to be from 1st March 2021 to 13th August 2021 (24 weeks) for approximately 6 months. In addition, when doing an internship at Hospital Raja Permaisuri Bainun, the day and working hours are from Monday to Friday, from 8 a.m. to 5 p.m. Throughout the internship, I've been appointed at the Finance Department mainly in the Vot room. Being in the Vot room gave me new experience as I learned about the hospital spending, allocation, expenses and profit. Since Raja Permaisuri Bainun Hospital is the main government hospital in Perak, they also have sub-hospital under them such as Kampar Hospital, Batu Gajah Hospital and Sungai Siput Hospital. For that, all the money that had been allocated by the government will be given to Raja Permaisuri Bainun Hospital first and then they will distribute it to the three hospitals mentioned later on. From here, what I can see is how they managed the money that they received from the government so that all the departments available here will have enough money for them to spend by generating monthly, quarterly, annual and periodic reporting systems and answering audit queries.

Vot room can be considered as the most important room because they handled most of the responsibilities as to where and to whom the money will be given. From my internship here, I gained knowledge such as how to key in the allocation for every month. Here, they used the system iGFMAS where all the transactions were recorded here. Besides, I also learned how to balance the money according to the respective code they use, for example code 080200 is for contract staff emoluments, code 022300 for dietetics and meals, code 020200 for hospital management and more. Each of the code has further detail on what item that represents for the respective code. By doing this, it is very systematic and easier to detect if problems arise such as not enough allocation or excessive spending. Apart from that, most of my work tasks are like key in the worker name that received Covid-19 allowances, sorting out the module to distribute to the workers and printing out the report for allocation and spending for each month.

Being placed in the Vot room made me realize that it is not easy to work in this department, especially handling money that is usually in big amount where if there's a slight mistake it could affect the management for other departments. I learn to be more responsible and need to do the work fast because every day there will be changes in the amount of the money. In addition, I also gain confidence, willing to take risks and communicate with other workers if there is something I don't understand.

SWOT ANALYSIS



DISCUSSION AND RECOMMENDATIONS

STRENGTHS

I. Have a systematic management in Finance Department

What has been discovered is that in the Finance Department they have good management where all the systems they use are organized and easily understandable. For example, the workers here will use this one application which is called iGFMAS. This application can be said as the main pillar for them to use for managing the financial system. All of the management such as salaries, funding of the money, allowances are recorded using iGFMAS application. Apart from that, this system is easy to handle where there are categories for every title (Acquisition, Payment Management, Journal Voucher and more) and each of them have their own section so it will be separated for every management they do. In result, the system is not messed up and easy to find if they need to search for something.

Besides that, they also recorded all of the transaction manually where each of the warrant, letter, payment for allowances, utilities and others are being written down and they keep it in a file. From here, it shows the workers' smart move in case if the system is having a breakdown or the internet cannot be accessed thus they have another alternative to check back the transaction. Previous studies found that, All of this emphasizes the difficulties for the hospitality industry in predetermining achievable income levels, as well as the usefulness of observing ratios designed to highlight the profitability achieved (Dopson and Hayes, 2009). With systematic management, the process for the whole system of the hospital could be done smoothly with slight problems occurring.

I recommend to the technical system to always update the system for the iGFMAS application as there are times that the system could not be accessed or slow to generate. When this kind of problem arises, the work that needs to be done is going to be delayed and could not be sent on time.

II. Good teamwork between workers

From what I have seen, in this hospital the relationship between the workers is very good where if a problem occurred, the workers will have two-way communication and interaction in order to solve the problem quickly. As a result of having good teamwork between them, it will create inter-department correlation meaning that it will have a smooth interaction between workers even in different departments. To make it clear, when a patient is coming to the hospital for sure it will need to register their information. Next, the information will be given to the respective nurse to see where the patient needs to go, for example to go to the lab for x-ray or just to receive their medicine. If the case is worse where the patient needs to be admitted to the ward, the people in charge at the ward will receive a notice that there will be a new patient.

Previous researcher stated that, as argued by Ariza-Montes et al. (2018), if the hospitality industry fails to promote the well-being of its workforce, the industry may soon lack enough committed workers. Meaning that if there is lack of communication and teamwork between the workers, the operation of this hospital could be in disaster and hectic. This shows that the process in the Raja Permaisuri Bainun Hospital for handling their patients is running smoothly because at the end, the patient's health is the priority they need to take care of.

In a nutshell, what I can recommend is that they should keep a good relationship between the workers and all the team should work together despite any position whether high or low rank. Besides that, they should also need to maintain a good attitude and personality as well as be professional in order to help the patient.

III. Improve on the Infrastructure and Facilities of the Hospital

To follow the recent time, the hospital is making sure the facilities are up to date and suitable for the current era. Facilities such as medical equipment, machinery and technologies that are used have always been monitored in order to avoid any circumstances and also for better use. Besides facilities, the infrastructure has also been upgraded to strengthen the building structure and to avoid any damage that could affect the hospital operation. With that being said, Raja Permaisuri Bainun has added a new building especially made for pregnant women, children and cardiology. This building is built in order for smooth operation and it will not mix up with other patients as nowadays this hospital is focusing more on Covid-19 patients.

With the addition of the new building, for sure the management of the hospital needed to have more money to pay for all the costs of the whole building around the hospital. According to the previous studies that had been researched, hospitality firms with more investment in fixed assets such as land, buildings, and properties have been found to use more long-term debt (Upneja and Dalbor, 2001b). As for what I see, there is no problem found when it comes to upgrading the buildings and facilities. It shows that the hospital management did not face any money problem; instead they all kept an eye and took it seriously to always make it easier for everyone that wanted to use the facilities and buildings available here.

As a result, I can recommend that the management should always have enough funding mainly on the hospital facilities and buildings. From what I see, they should only use the money provided to those things that are really important such as buying additional beds for patients, more spending on Personal Protective Equipment (PPE) for the doctors to use and others especially during this crucial time with the outbreak of Covid-19.

WEAKNESESS

I. Delayed in receiving the funding money

All the funding that the hospital received is from Perak State Health Department. In order to ask for more funding, the workers, especially those who work in the VOT room, are in charge of making formal letters to them and stating how much the hospital needs. The system used to categorized each money allocation are by using code for example, activity 010500 is for information management and under this code there is another code which is called object code such as 28000 mainly to record about LIS system maintenance, maintenance and operational support of SPP and other small maintenance while 29000 is to record professional and other services purchased and hospitality. By using this code, it is easier for the worker to see which part of the insufficient funding happens.

Researchers have stated that “Financing” and “capital structure” are the second most common topics (Jang and Park, 2011; Tsai et al., 2011). This could be meant by most of the operations used for this hospital are depends on the stability of the financial state. Not only that, due to the increasing number of Covid-19 cases, an additional funding for the hospital is rising even more than before. Thus, delaying in receiving the funding money will cause troublesome as the process need to be hold because the transaction cannot be done. In addition, when receiving the funding late, the crucial payment such as allowances, buying the hospital equipment, utilities, medicines and more will be delayed and not only it affected the worker it also affected the whole system for the hospital to operate.

From what I see, things that can be changed is that the responsible organization, which in this case is from Perak State Health Department, needs to step up and work a bit faster by constantly keeping updates from the hospital about which costs are insufficient. As for now, they only request for the funding money when the workers at the finance department ask to and the process for receiving the funding money is also slow.

II. Limited ward for non Covid-19 patient

According to Gossling et al., 2020, the unexpected coronavirus epidemic has reached nearly every corner of the world. Most of the people's routine and activities are completely changed after Covid-19 hits the whole world. New norms need to be applied and no one could imagine that this virus is present for a long time. Apart from that, with the rising cases, the hospital is facing facilities problems regarding limited ward, beds and health equipment as now it is more used on the Covid-19 patients. Besides that, Raja Permaisuri Bainun hospital is known to be the main hospital for Covid-19 patients as this hospital is the largest one in Perak and has the most specialist doctors.

Most of the Covid-19 patients will be sent here. For a clear view, this hospital only has 8 floors and 3 out of 8 floors are being used for Covid-19 patients only. This could be a problem because other patients who are not conveyed with Covid-19 could not be admitted here due to limited bed and ward. In conjunction, insufficient spaces have occurred as the cases right now are in critical situations. As a result, they need to send the non Covid-19 patient to other hospitals around Perak where the facilities there are not as good as this hospital.

To overcome this problem, other hospitals that are available in Perak should improve their facilities and send more experienced doctors and nurses to the hospital around Perak so that Covid-19 patients can be sent there and will not only focus on Raja Permaisuri Bainun Hospital. By doing so, there is no need to send patients as sending them requires a lot of process which could threaten the patient's lives.

OPPORTUNITIES

I. Prioritize the funding money towards hospitality industries

Despite any circumstance, the funding money under the healthcare sector should always be prioritized because hospitality management plays an important role as it includes the lives and health of people. Even though the country is facing a financial crisis and a lot of sectors encounter bankruptcy, here we can see that the healthcare sector could be considered as a sector that always has backup funding for smooth operation in the future. As we can see now, for any reason, the hospitality industry's funding money is always there even if sometimes they face difficulties but never on the moment that the funding was not present or finished.

Previous researchers from Terpstra and Verbeeten (2014) investigated the profitability of customer segments using finance tools for understanding market segments to determine the relationship between customer satisfaction and customer value. We can interpret that if all the people responsible do their job properly and make people's lives easier, the outcome of the work given will be done amazingly. Other than that, if there is always sufficient funding, the management of the hospital as a whole can be conducted smoothly without any complications or issues.

From what I can recommend is that the organization that is responsible for distribution of funding money should stay alert and always keep the funding or allocation money in a sufficient state as nowadays we can see that the healthcare sector is one of the most important sectors specifically during this Covid-19 outbreak. Healthcare sector, mainly hospitality industries are the sectors that work closely with Covid-19 patients and not prioritizing this issue could become a problem later on.

II. Proper distribution of budget

To prevent difficulties later on, allocations that need to be given are properly divided according to the priorities of the department that require more funding than others. In order to do so, every year mainly those who work in the Finance Department, they will make a budgeting plan where there will be an explanation on where the funding is more needed in a specific department. This is why by preparing the budget earlier, it could detect the insufficient funding and from that it can also prevent any difficulties that could arise in the future.

From this hospital I can see that every mid-term of the year they will hold a mid-term budgeting where they record all of the funding that has been used between the month January until June. From here we can see which departments that require an adequate amount of funding and which department does not require a lot of use in funding. This is because at the very beginning of the year, the hospital will receive an allocation and every allocation for each department is different. In the end, we can know for the rest of the month what we need to fix and change.

In a nutshell, what I can recommend is that the workers need to act fast because for now, what I can conclude is that the workers will notify the workers who work in the VOT room when the funding is running low. This kind of method is not preferable because the process to receive new funding will take a lot of time and receiving it late could affect the hospital management specifically on financial.

THREATS

I. Exhaustion state for doctors and nurses

Covid-19 contagion gives a huge impact to the whole universe as it was like a total 360 degree turn over for people as a lot of changes happen in their lives. With the social distancing, wearing masks in public areas are the things that we need to accept as a new norm in our lifestyle. Furthermore, whoever thought that this Pandemic could be in a long period of time where a lot of people lose their jobs, lives of the people they love and others. A researcher from Anderson et al.,2020 stated that by mid-March 2020, 146 countries had reported COVID-19 cases. This shows the virus is very dangerous and that most of the country is affected by this deadly virus.

On the other hand, with this outbreak of Covid-19 of course the healthcare sector faces a lot of challenges especially for hospitals where they need to handle the patient that has been tested positive for this virus. We can see that on the news that there are doctors who died because of fatigue where they do not have enough energy. Being a doctor and nurses during this crucial situation does play with their physical and mental state. Some are overworked where they do not even have enough time to rest. For example, Klang Hospital capacity is at a critical state where there are too many Covid-19 patients. Doctors and nurses are getting too tired each and every day. . A researcher stated that health-care employees may be concerned about illness infection and transmission to others, particularly family members, acquaintances, and coworkers (Xiang et al., 2020). Some of them prefer to not meet their family as they were worried that they could spread the virus because they are the one that have been exposed the nearest with the Covid-19 virus.

With this heartbreaking situation, what I can recommend is that the government need to make a full lockdown where they need to close all the non-essential factories and only open those that are essential such as food and beverages production, medical purpose production, agricultural-based industries and logistic production. From what I see, factories that are not in the essential economy operate as usual with full capacity of workers. If they keep this pattern up, there is no way we could see the light in Malaysia Covid-19 cases.

II. Problem for the healthcare workers who work in contract

Due to the current situation, Malaysia is having a financial crisis because of the Covid-19 contagion and in response to that it also affected those who work in the health sector such as doctors, nurses and others. Furthermore, some of the doctors here do not work permanently but on contract. To be detailed, the studies reports highlight the brutal reality of the consequences for employees, who may lose both their jobs and their homes as a consequence of government advice and economic pressure (Brooks, 2020). By that, when financial crises happen, doctors who work in contract could not further their contract thus they will lose their job. To be precise, job loss has been highlighted as a major stressor that contributes to poor mental health.

Other than that, there is scientific evidence to support the view that negative life events can lead to depression symptoms and decreased well-being (Garnefski et al., 2001; Kraaij et al., 2002). This is because hospitality workers are inherently outgoing people, and being forced to resign is likely to be another key factor that contributes to social isolation. In the end, problems could arise because the situation right now is in critical state as Covid-19 cases are rising every day and there are not enough front liners if they do not continue the work contract for the doctors. Things like this occur because the country has insufficient money to pay for those who work in contract.

In a nutshell, I can recommend that the one who is responsible in managing the worker's employment should impose a strategy that could not make the contract workers lose their job. For example, making a report to the representative that is responsible for managing them for noticing about the struggle that the contract workers face and the reason for why they should not end their contract because their income for living is earned for the job they are doing.

CONCLUSION

As a whole, doing industrial training at Raja Permaisuri Bainun Hospital, Ipoh gave me so much knowledge and experience. Besides that, I can also enhance my skills on financing and decision making. Handling a huge amount of money is not an easy task where the slightest mistake could make a huge difference on the hospital system. As I was doing my internship there, there were moments where I saw the workers in a pressure state as with the Covid-19 that is happening right now, the financing situation is one of the fundamental things.

Next, I also see how the workers manage the finances properly as always make a smart move every time there is a problem present. Beside those who work in the Finance Department, I also witnessed how doctors and nurses work during this crucial state and how patiently they handle the patient with some of it with different kinds of attitudes. With respect, I admire how they can work under pressure because during this Pandemic outbreak, our mental and physical strength needs to be strong in order to survive. Whether we like it or not we need to accept the changes that affect our lifestyle.

By doing the SWOT Analysis, I can see clearly the positive and huge impact of strengths that the hospital holds to manage the operation while the weaknesses present shows that the hospital needs to improve and focus on more that need to be fixed. Apart from that, since the hospitality industry is one of the main sectors, they will receive a lot of benefits and attention that is given to them. Last but not least, during this Covid-19 contagion we cannot prevent that a lot of negative side effects will occur not only revolves around the whole hospital management but also from the external such as political, economic, social and more.

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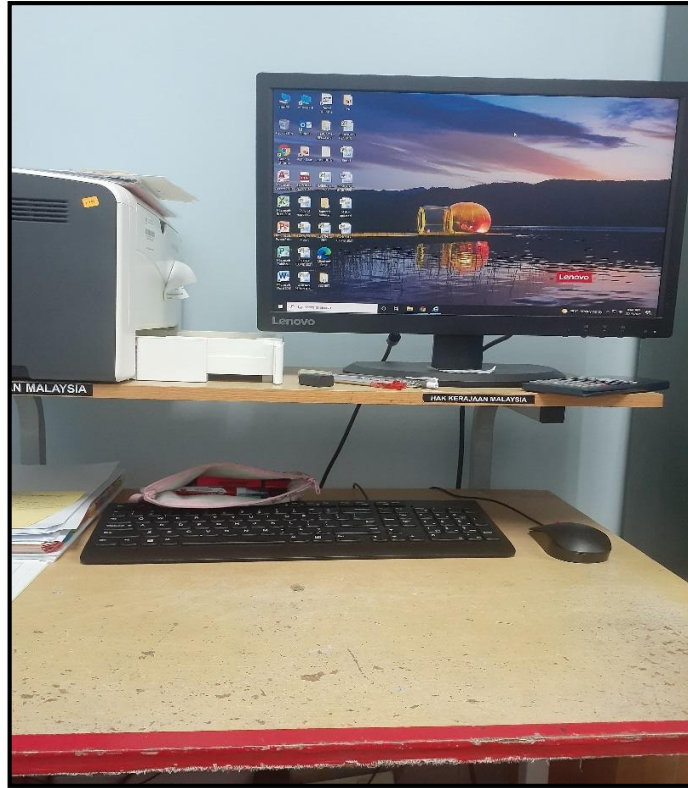
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APPENDICES





FYP Report

ORIGINALITY REPORT

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