

Organizational Strategy in Improving Services Outpatient Installation at Raja Ahmad Tabib Regional General Hospital, Riau Islands Province

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Abstract:- This research is entitled "Organizational Strategy for Improving Outpatient Installation Services at the Raja Ahmad Tabib Regional General Hospital (RSUD) of Riau Islands Province". The aim of the research is to find out and explain further the strategies carried out by the Riau Islands regional hospital in improving service and satisfaction related to public services. The benefit of this research is to contribute to society and the government through researched writing. In this research, researchers used a case study approach and data analysis, which focused on finding out in depth and exploring research related to the research location, so as to minimize incidents in the field (Moleong, 2018). Therefore, this research focuses on the strategies carried out by RSUD. Raja Ahmad Tabib in dealing with services to the community and payments by BPJS. The data collection techniques used are observation, interviews and documentation (Sarwono, 2006). Meanwhile, the theory used is Kotten's theoretical approach (Salusu, 1996). Kotten divides strategy into four types based on corporate strategy (organizational strategy), program strategy (program strategy), resource support strategy (resource support strategy) and institutional strategy (institutional strategy). The research results illustrate that Raja Ahmad Tabib Regional Hospital is the main referral hospital in the Riau Islands, and provides quality health services supported by modern facilities. This is in accordance with the vision and mission of the hospital's strategic plan to prioritize improving health services, including making Raja Ahmad Tabib Regional Hospital the main hospital in the Riau Islands Province. However, there are also a number of challenges in maintaining the quality of health services due to various factors such as limited resources, lack of qualified personnel, and high patient volumes and claims from BPJS that do not match claims submitted from hospitals.

Keywords:- Organizational Strategy, Hospital Strategy, Ahmad Tabib Regional Hospital, Health Services.

I. INTRODUCTION

Health development is an integral part of national development. Health development is an investment in Indonesia's human resources (Ministry of Health of the Republic of Indonesia, 2015).

The goal of health development in the strategic plan of the Indonesian Ministry of Health (2020-2024) states that the goal of health development is an effort to increase the awareness, desire and ability of every person to be able to live a healthy life to achieve the highest level of public health. So health development planning is systematic, targeted, integrated and comprehensive, and requires the involvement of various sectors and components of the nation in its implementation (Ministry of Health of the Republic of Indonesia, 2020)

According to experts, one of whom is Kotler (2016), is of the opinion that outpatient services are services provided to patients seeking outpatient treatment and provide no more than 24 hours of service, including all diagnostic and therapeutic procedures.

In this regard, the Government of the Republic of Indonesia has also shown its commitment to the health sector, such as the campaign which carries the tagline "Healthy for All by the Year 2020." This effort is marked by holding a national health system program or known by the abbreviation SKN in 2020. 1982 with the Long Term Development Plan for Health (RPJK).

Furthermore, entering the XXI century, the Indonesian government has also established the Healthy Indonesia 2010 program as a vision for health development. The application of a new health development paradigm, namely the healthy paradigm, is an effort to further improve the nation's health, namely being proactive. In an effort to realize the vision, a health development mission has been established. The mission of health development in Indonesia includes: (1) driving national development with a health perspective; (2) encouraging the goal of health development in the long-term goal towards a Healthy Indonesia 2025, namely increasing awareness, willingness and ability to live healthily for everyone so that the highest level of public health can be

achieved, community independence to live healthily and; (3) maintaining, improving quality, equitable and affordable health services (Ministry of Health of the Republic of Indonesia, 2015).

Through the creation of an Indonesian society, nation and state which is characterized by a population that lives with healthy behavior and environment, has the ability to reach quality health services, fairly and evenly and has the highest level of health throughout the territory of the Republic of Indonesia.

In an effort to achieve the goals and objectives of health development, the health development strategy adopted until 2025 is: national development with a health perspective, namely the importance of the role of other stakeholders in health development; community and regional empowerment, through partnerships with various health development actors and empowering communities through community service (to serve), active in implementing health advocacy (to advocate), and active in criticizing the implementation of health efforts (to watch).

The development of health services also includes public health efforts and individual health services which are organized according to community needs (client oriented), and implemented in a comprehensive, integrated, sustainable, equitable, affordable, tiered, professional and high quality manner; development and empowerment of health human resources. Quality, equitable, affordable health services for all levels of society will not be realized if they are not supported by adequate numbers of health human resources and professionalism, namely health human resources who follow developments in science and technology, apply high moral values and professional ethics.

By taking into account the real conditions of health problems currently existing in Indonesia, which is also in line with the vision and mission of the President of the Republic of Indonesia, namely the 5th Nawa Cita agenda. So, efforts to develop and develop health services and quality are carried out in accordance with community needs (client oriented), and are carried out in a comprehensive, integrated, sustainable, equitable, affordable, tiered, professional and quality manner; development and empowerment of health human resources while still referring to applicable laws and regulations, especially referring to:

- Decree of the Minister of Health of the Republic of Indonesia (Kepmenkes-RI) Number HK.01.07/MENKES/1337/2023 concerning Cancer Care Network Hospitals;
- Minister of Health Decree-RI Number HK.01.07/MENKES/1341/2023 concerning Cardiovascular Care Network Hospitals;
- Decree of the Minister of Health-RI Number HK.01.07/MENKES/1336/2023 concerning Hospital Network for Stroke Services;
- Minister of Health Decree-RI Number HK.01.07/MENKES/1339/2023 concerning Uronephrology Care Network Hospitals;

- RI Minister of Health Decree Number HK.01.07/MENKES/1340/2023 concerning Maternal and Child Health Care Network Hospitals;

In response to this, the Riau Islands Provincial Government has also made various efforts to develop health services, especially referral health services. The Riau Islands are a provincial region located in Indonesia. This province has its capital in Tanjungpinang City. This province directly borders Vietnam, Cambodia and the South China Sea to the north of the North Natuna Sea; the provinces of West Kalimantan and Sarawak (Malaysia) to the east; the provinces of Bangka Belitung and Jambi Islands in the south; Singapore, the three states of West Malaysia (Terengganu, Pahang and Johor) and the province of Riau to the west.

This province is an archipelagic province in Indonesia. In 2020, the population of the Riau Islands was 2,064,564 people, with a density of 252 people/km², and 58% of the population was in Batam City.[5] And by the end of 2023, the population of the Riau Islands will be 2,178,610 people. Overall, the Riau Islands region consists of 5 districts and 2 cities, 52 sub-districts and 299 sub-districts/villages with a total of 2,408 large and small islands, 30% of which are unnamed and populated. The area is 8,201.72 km², about 96% is sea, and only about 4% is land.

The existence of provisions and regulations regarding regional referrals stipulated by the central government, encourages the regional government of Riau Islands Province to provide referral hospitals that have service capabilities as class B hospitals that can be upgraded to become Class A Hospitals.

To develop the Raja Ahmad Tabib Provincial Hospital, basic information is needed in the form of services, facilities, facilities and infrastructure, as well as market coverage which depends on system governance, HR capabilities, physical buildings and equipment and resources. Raja Ahmad Tabib Regional Hospital which includes demographic studies, socio-economic studies, morbidity and mortality studies, policy and regulatory studies, environmental studies and studies of land, building and resource needs.

Raja Ahmad Tabib Regional Hospital as a provincial referral hospital with class B has 208 TTs and is worthy of superior services that can be developed, including an Integrated Stroke Service Center and heart and blood vessel services. To fulfill the development of the RSUD, there needs to be a strategy to fulfill health human resources and various health facilities that support the implementation of the RSUD as a class B hospital.

District general hospitals are one of the closest government organizations participating in the public area as far as welfare administration is concerned. The implementation of the territorial general clinic business is social and monetary in nature focusing on the best welfare administration for the local area. Regional public hospitals as one of the public authority organizations must have the option to provide monetary and non-monetary

responsibilities to surrounding states and administrative clients (Hasibuddin et al., 2023).

In this regard, the existence of the Raja Ahmad Tabib Regional General Hospital has been transformed into the main referral hospital in the Riau Islands, and aims to provide quality health services supported by modern facilities. The hospital's vision and mission prioritizes improving health services, including making Raja Ahmad Tabib Regional Hospital the main hospital in the Riau Islands province.

According to the Strategic Plan (Renstra) of the Riau Islands Provincial Health Service for 2021-2026, Raja Ahmad Tabib Regional Hospital and Engku Haji Daud Regional Hospital are committed to providing quality health services to the community. In addition, the governor has formed the Raja Ahmad Tabib Regional Hospital Technical Services Unit as an organizational unit to improve health services in the region. Based on the search results, the following are some common problems that occur when implementing health service strategies for the community, quality of health services: Providing quality health services is a priority for RSUD Raja Ahmad Tabib. However, there may be challenges in maintaining the quality of health services due to various factors such as limited resources, lack of qualified personnel, and high patient volumes and claims from BPJS that do not match claims submitted from hospitals.

Therefore, researchers are interested in finding out more about strategies related to community services carried out at the Raja Ahmad Tabib Regional General Hospital, Riau Islands Province.

II. THEORETICAL BASIS

A. Definition of Strategy

The meaning of strategy according to Momigliano in Salusu (2015), the term strategy comes from the Ancient Greek word *strategos* or *strategus* with the plural word *strategies*. *Strategos* means general but in ancient Greece often meant a state officer with broad functions. At the beginning of the 5th century BC it was known that there was a Board of Ten Strategies in Athens, representing the 10 tribes in Greece. Until the 5th century, the strategic group's political power, especially foreign policy, increasingly expanded.

In a narrow sense, according to Matloff in Salusu (2015), strategy means the art of the general. Indeed, in Ancient Greece generals were considered responsible in a war, whether they lost or won. He controlled logistics and military resources. He continuously developed his troops with fighting skills and always tried to understand the battlefield. He also always took advantage of opportunities that allowed his troops to achieve victory. He motivated his troops, both before war and after (Salusu, 2015).

Michael Armstrong in Ati Cahayani (2005) said, there are three main concepts of strategy, namely competitive advantage, special capabilities and strategic suitability. These three concepts must be considered so that the strategy chosen or created by a company can be effective. A company's competitive advantage arises from the value it creates for its customers. In order to have a competitive advantage, companies must develop three generic strategies, namely innovation (unique producers), quality (producers who prioritize quality), and cost leadership (producers with minimal costs).

Specialized capabilities are important for companies to have a competitive advantage. Special capabilities or competencies can provide superiority for an organization, because something called a special capability is difficult to imitate or even cannot be imitated by its competitors.

Strategic suitability means that a company adapts existing capabilities and resources to available opportunities, so that the company's competitive advantage can be maximized.

According to Mintzberg (in Kasahara, 2016) explains that strategy consists of several specifications for designing the future, and strategies are designed through various considerations, selection and strategic implementation that are considered appropriate for environmental changes. Strategies designed by emergence are identified as patterns that emerge with trends.

Mintzberg also suggests that strategy has a perspective aspect, or company vision and clarifies the actual value that exists in the market as a tool for positioning (determining the position) of the company's products on a positioning map, which reveals the value available in the market on the x and y axes. When strategy is designed in advance and shaped emergently, the characteristics of your business will determine the focus taken, gaps or emergence, and the type of approach that should be taken in the strategy formulation process. It is believed that styles in strategic management are contingency in the business environment.

In principle, strategies can be grouped based on three forms of strategy, namely management strategy, investment strategy and business strategy Rangkuti (1997);

➤ Management Strategy

Management strategies include strategies that can be carried out by management with a macro strategy development orientation, for example product development strategies, pricing strategies, acquisition strategies, market development strategies, financial strategies.

➤ *Investment Strategy*

This strategy is an investment-oriented activity. For example, whether the company wants to carry out an aggressive growth strategy or is trying to carry out market penetration, a survival strategy, a strategy to rebuild new foreign exchange or a divestment strategy and so on.

➤ *Business Strategy*

This strategy is often called a functional business strategy because this strategy is oriented towards the functions of management activities, for example marketing strategy, production or operational strategy, distribution strategy, organizational strategy and strategies related to finance.

Meanwhile, according to Kotten in (Salusu 1996), there are 4 (four) criteria that must be implemented when preparing and determining a strategy, namely:

➤ *Organizational Strategy*.

This strategy criterion is related to the formulation of mission, goals, values and new strategic initiatives. In this type of corporate strategy, the resulting strategy cannot be separated from the vision, mission of a region or organization. This type of organizational strategy is seen from the efforts made by an agency or organization to realize the vision and mission of its organization. This strategy can usually be seen from the programs and activities carried out by an agency or government. In organizational strategy, a strategy is formulated through the organization's vision and mission which is outlined in a program or activities.

Aspects that can be seen in terms of this strategy are vision and mission. A vision is a series of sentences that state the ideals or dreams of an organization or company that it wants to achieve in the future or it can be said that a vision is a statement of the organization's desires. Mission is the fundamental reason for the existence of an organization. Mission formulation is a realization that will make the organization produce goods or services to meet needs.

➤ *Program Strategy*

The criteria discuss implications or impacts. This strategy pays more attention to the strategic implications of a particular program. What is the impact if a particular program is launched or introduced and what impact will it have on organizational goals? Every organization has certain programs which aim to improve the performance of employees which will later have an impact on the targets to be achieved. Program strategy is a strategy that describes the

attention of a particular program. The impact is not only for a program but also for individuals within the organization and for the organization itself.

➤ *Resource Support Strategy*

The criteria for this strategy must focus attention on maximizing the utilization of available essential resources to improve the quality of organizational performance. These resources are in the form of energy, finance, technology and so on. A resource support strategy is a strategy that utilizes all existing resources in an agency or organization. These resources include human resources, facilities and infrastructure as well as financial resources of an organization. All of these resources are used as optimally as possible to produce a new strategy that is truly complex and can realize the goals of an agency or organization.

➤ *Institutional Strategy*

The focus of this strategy criterion is developing the organization's ability to implement strategic initiatives. In this institutional strategy, the aspect of organizational development and empowerment is very important. This organizational empowerment does not only concern the organization but also concerns the individuals within the organization. Institutional strategy is a strategy that concerns regulatory issues, especially regarding standard operational procedures (SOP), responsibilities and authority possessed by an organization.

B. Definition of Public Services

The quality of a service depends on the extent to which customers or consumers or members of the public at large can experience the service provided. In other words, the quality of a service is expressed in the satisfaction of the community and the wider audience. This means that quality and service quality always focuses on the customer, because quality refers to everything that determines mop satisfaction can be utilized properly and produced or produced in a good and correct way. In this regard, Kotler in Supranto (2006) explains

There are five determinants of service quality which can be detailed as follows:

- **Reliability:** Relating to the company's ability to provide accurate services from the first time without making any mistakes and delivering its services according to the agreed time.
- **Responsiveness:** Concerns the willingness and ability of employees to help employees to help customers and respond to their all requests as well as .

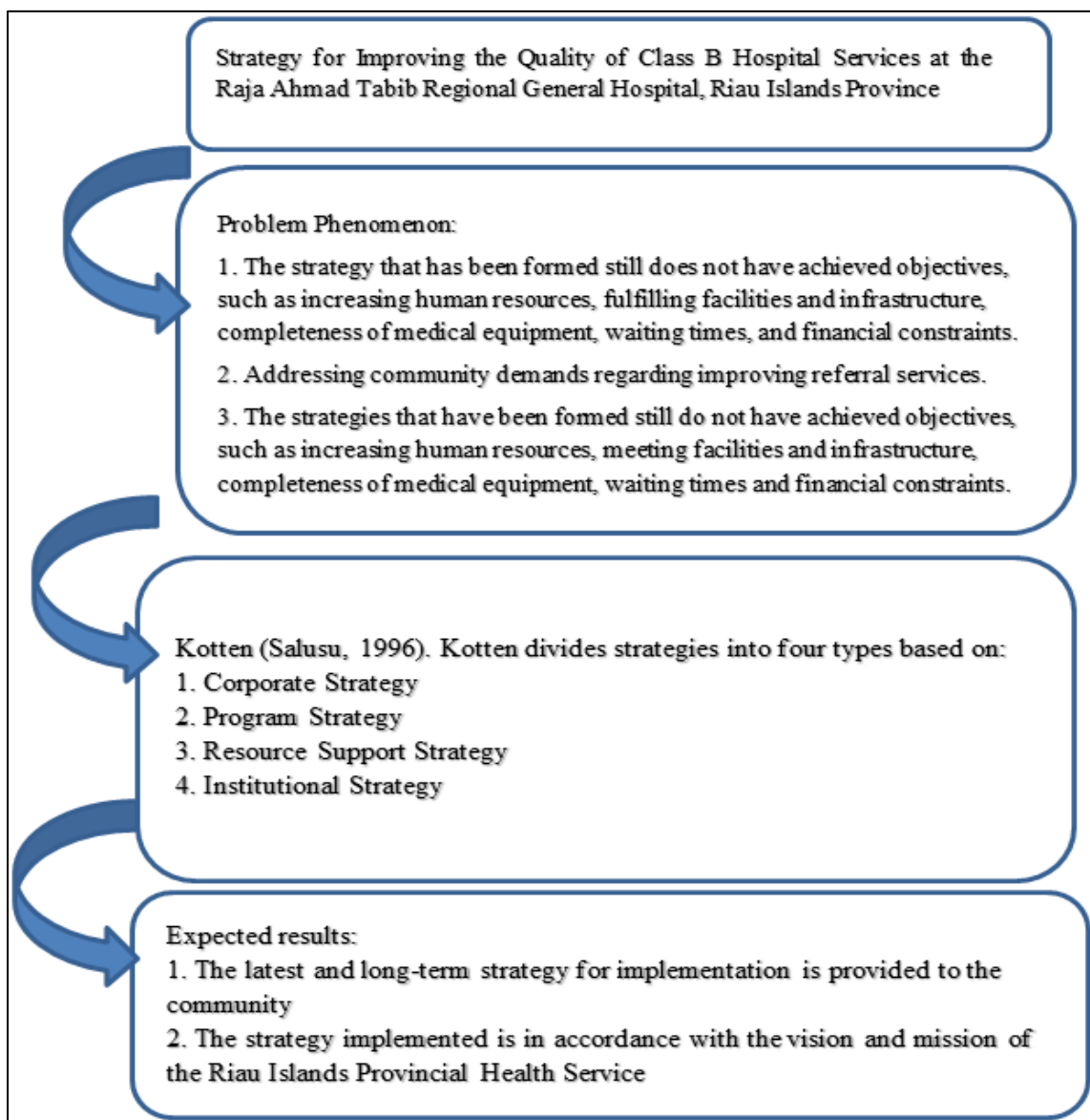


Fig 1 Theoretical Framework
Source: Researcher Process, 2024

C. Concept Definition

In order to gain an understanding and make it easier to carry out this research. Researchers have used the theory put forward by Kotten (in Salusu 1996). Kotten divides strategies based on 4 types, namely as follows:

➤ Organizational Strategy

This strategy is in the form of a description of the organization's vision and mission which is outlined in a program or activity. The organization referred to in this research is the Raja Ahmad Tabib Provincial General Hospital. Related to the focus in organizational strategy seen is the strategy of the Raja Ahmad Tabib Provincial General Hospital through its vision and mission which is outlined in programs or activities in distributing employment to alumni.

➤ Program Strategy

As the name suggests, this strategy discusses the agenda or program of activities being implemented. In this regard,

what programs are implemented by the management of the Raja Ahmad Tabib Provincial General Hospital and whether the programs implemented by the Raja Ahmad Tabib Provincial General Hospital have a positive impact on the school in providing information and channeling alumni employment.

➤ Resource Support Strategy

This strategy focuses on developing resource utilization in an effort to support the development of organizational quality and performance. The aspects looked at from this strategy are:

• Human Resources Aspect

Human resources are one of the most important aspects in an organization. Human resources are also the key that determines the development of an organization. Human resources are also the movers, thinkers and planners in an organization to achieve organizational goals.

- *Aspects of Facilities and Infrastructure*

Facilities and infrastructure, or better known as supporting infrastructure, are any objects or tools used to expedite or facilitate the work or activities of the school. So, this strategy looks at what facilities and infrastructure are provided or planned for providing information and distributing alumni workforce.

- *Financial Resources Aspect*

Financial availability is one of the main factors in implementing organizational agendas. An activity will not be able to run well if it is not supported by financial availability. The focus on this aspect of financial resources is the strategy carried out by the Raja Ahmad Tabib Provincial General Hospital in managing and allocating finances in providing information and distributing alumni workforce.

- *Institutional Strategy (Institutional Strategy)*

This strategy focuses the organization's attention on capturing opportunities, challenges, obstacles, strengths and weaknesses in the short, medium and long term. The strength of an institution regarding a problem lies in how the agency can make maximum use of institutional elements. so that it can support the implementation of existing programs or activities at the Raja Ahmad Tabib Provincial General Hospital.

III. RESEARCH METHODS

A. Research Approach

The research approach carried out by the researcher is to use a case study approach and data analysis. This research focuses on finding out in depth and exploring research related to the research location, so as to minimize incidents in the field (Moleong, 2018). Therefore, this research focuses on the strategies carried out by RSUD. Raja Ahmad Tabib in dealing with services to the community and payments by BPJS.

B. Research Objects and Locations

This research has a reason for choosing the research location to identify further and more detailed strategies for community services in RSUD. Raja Ahmad Tabib, namely related to the human resources owned, the sophisticated equipment owned, and the budget owned in managing and carrying out operations at the hospital. Therefore, this research chose RSUD. Raja Ahmad Tabib as the research location or object of this research.

C. Research Focus

This research focuses on further identifying what preparations must be carried out by RSUD. Raja Ahmad Tabib in overcoming service problems for the community and community demands that patients not be referred to other hospitals and that there be payment of claims from BPJS which should be paid by BPJS. Apart from that, the focus of this research also refers to research objects and locations related to services located in the provincial capital. So, it is an interesting thing to study in more detail.

D. Data Source

In this research, researchers used primary and secondary data to answer related research (Abdussamad, 2021). Namely:

- Primary Data Sources: Sources obtained through data conducted
- directly and obtaining research results conducted through interviews and documentation with selected informants.
- Secondary Data Source: Data carried out through the results of literature studies, thereby producing references and descriptions in the research studied. The literature studies used are adapted to research needs, such as theses, dissertations, law and mass media. Thus, producing real and interrelated research.

E. Data Collection Techniques

In this research, observation, interviews and documentation data collection techniques were used (Sarwono, 2006). Here is the explanation:

- Observation: Implementation carried out through systematic recording of events, behavior and objects seen and supporting the research being carried out.
- Interviews: In the interviews conducted in this research, the success of the data required and information from the object under study is very dependent on the researcher's ability to conduct interviews.
- Documentation: The implementation carried out in this research was also obtained through audio and photos. In qualitative research, documentation is used as concrete evidence in the research..

F. Informants

Informants are important objects in research. Informants in this case are those who can provide accurate information or data regarding the condition and situation of the object under study. This research uses a sampling technique using a purposive sampling method, namely by first determining the criteria for informants who are considered more knowledgeable and able to provide the information and data that researchers need. The number of informants in this research is a total of 9 (nine) informants.

G. Data Analysis Techniques

In this research, qualitative descriptive data analysis techniques were also used. The steps that must be adapted to the research carried out (Sugiyono, 2014), namely:

- Data Collection: In the data collection carried out, conclusions can be drawn through the results of the problem formulation and research objectives carried out, thereby giving rise to propositions.
- Data Reduction: Steps taken to simplify data, with the aim of sharpening the required and required data.
- Presenting Data: In order to identify the problem formulation and research objectives, it is necessary to present data in components.
- Data Collection: Implementation related to drawing conclusions is carried out to verify the data used and processed, which is also related to the expected research results.

IV. RESULTS AND DISCUSSION

With reference to the theory put forward by Kotten (in Salusu 1996). Which divides strategies based on 4 (four) types which will be adjusted based on the object studied in this case regarding the Organizational Strategy for Improving Outpatient Installation Services at the Raja Ahmad Tabib Regional General Hospital (RSUD) of the Riau Islands Province, namely as follows:

A. Organizational Strategy

Whereas, the management of the Raja Ahmad Tabib Regional General Hospital, Riau Islands Province, has reported or communicated periodically the achievement of the organization's strategic goals and objectives to the Governor as a policy holder (stakeholder) as outlined in the Government Agency Performance Accountability Report which includes a report on the preparation of strategic plans, performance plans, performance measurement and performance evaluation.

In the performance reporting system, the planning process is the first step that must be carried out by government agencies with a clear and synergistic strategic plan (Renstra) approach, so that government agencies can better align their vision and mission with potential opportunities and obstacles faced in efforts to increase their performance accountability.

The Strategic Plan for the Riau Islands Provincial Health Service and Raja Ahmad Tabib Regional Hospital 2001-2026 describes the vision and mission, goals and objectives as well as the Governor's program with policy strategies and development plans that are directed and can be implemented in stages according to the priority scale and funding budget capabilities.

➤ Governor's Vision and Mission

The vision of the Governor and Deputy Governor of the Riau Islands for 2021-2026 is *"The realization of a prosperous, competitive and cultural Riau Islands."* To achieve this vision, 5 mutually supporting missions were developed. In connection with this, health development refers to the third mission, namely *"creating quality, healthy and competitive human resources based on faith and piety."*

The target of the 3rd mission as stated in the vision and mission of the governor-deputy governor is to increase the availability of quality basic and referral health service facilities with the target indicator to be achieved, namely increasing the accreditation status of the Raja Ahmad Tabib Hospital from plenary.

Raja Ahmad Tabib Regional Hospital as a provincial referral hospital is the main referral center for districts/cities throughout the Riau Islands Province which is expected to provide quality health services supported by modern services in terms of infrastructure and service procedures.

"One of them is through accreditation which reflects that the services provided to the community are standardized and oriented towards improving quality and patient safety. In this way, it is hoped that it can guarantee satisfaction and protection to the community regarding the provision of health services," said Director of RSUD Raja Ahmad Tabib.

➤ Medium Term Goals and Objectives

To support the governor's vision and mission, the goals and objectives of Raja Ahmad Tabib Regional Hospital are set as follows:

- Goal: namely, increasing the level of public health through a life cycle approach.
- Goals:
 - ✓ Increasing the fulfillment of health human resources according to standards. The indicator of achieving the target is the increase in the percentage of employees who take training >20 hours/year at Raja Ahmad Tabib Regional Hospital from 65% to 85%.
 - ✓ Increasing the availability and quality of basic and referral health service facilities. The indicator of achieving the target is the increase in the accreditation status of RSUD Raja Ahmad Tabib from plenary to international.
 - ✓ Increasing good, clean and innovative governance. The indicator of target achievement is the percentage of smooth health services.

Table 1 Performance Achievement Level in 2023

No	Strategics Target	Indicator	Target	Realization	Achievements
1	Implementation of quality health services that meet accreditation and education standards	Comunity satisfactio index	79%	85,51%	exceeding the targe
2		educational hospital	Satellite	Prime	exceeding the target
3		Hospital accreditation status	Plenary	Plenary	Exceeded
4		Trainee of employeeyes >20 hour/year	70%	63,81%	not yet achieved

Source: LAKIP of RSUD Raja Ahmad Tabib 2023.

Meanwhile, the target that has been achieved by the management of the Raja Ahmad Tabib Regional General Hospital in 2023, namely the provision of quality hospital health services that meet accreditation standards, can be seen

from several indicators, including:

"For teaching hospitals, the target has been achieved, exceeding the target at the main level. This exceeds the 2021-2026 strategic plan target. However, the indicator for the

number of employees attending training >20 hours/year has not been achieved. This is because in 2023 the development of services at Raja Ahmad Tabib Regional Hospital will focus on improving Cardiovascular, Heart, Stroke and Uro-Neuro (KSJU) services, so that it needs the support of competent health human resources through educational activities, training of special health personnel in the Neuro Intervention section, which in its implementation "requires a large budget," said Deputy Director of RSUD Raja Ahmad Tabib.

B. Program Strategy

Whereas, in order to achieve the vision and mission of the Governor-Deputy Governor of the Riau Islands, in 2023 the programs and activities of the Raja Ahmad Tabib Regional Hospital have been prepared as follows:

- *Provincial Government Affairs Support Program, with activity;*
 - Budget planning and performance evaluation of regional apparatus
 - Regional financial administration
 - Regional personnel administration
 - General administration of regional apparatus
 - Provision of supporting services for regional government affairs
 - Procurement of regional property to support regional government affairs
 - Maintenance of regional property to support regional government affairs
 - Improved BLUD services
- *Program to Fulfill Individual Health Efforts and Efforts Public Health, with activities;*
 - Provision of health services, facilities, infrastructure and equipment for Referral UKPs, UKMs and Referral UKMs at the provincial level
 - Provision of health services for Referral UKPs, UKMs and Referral UKMs in provincial areas
- *Health Human Resources Capacity Building Program, with activities;*
 - Planning health human resource needs for provincial UKM and UKP
 - Quality development and improvement of technical competency of health human resources at the provincial level.

Based on the results of an interview with the Head of Planning at Raja Ahmad Tabib Regional Hospital, during 2023 his party has also created a number of strategies, including a strategy to strengthen the implementation of the National Health Network (JKN) as well as a strategy to increase the availability, affordability and quality of pharmaceuticals and medical equipment, as well as a strategy to strengthen basic and referral health services.

"This effort is accompanied by a number of policies, including increasing the scope of ownership of health

insurance, increasing access and quality of availability of pharmaceuticals and medical equipment as well as improving access and quality of health service facilities," said the Head of Planning at Raja Ahmad Tabib Regional Hospital.

C. Resource Support Strategy

Raja Ahmad Tabib Regional Hospital has carried out its duties as a Service Technical Service Unit (UPTD) which has the task of carrying out health efforts in an efficient and effective manner by prioritizing healing and recovery efforts, which are carried out harmoniously, integrated with improvement and prevention efforts and carrying out appropriate referral efforts. with the policies implemented by the Governor based on statutory regulations.

This resource support strategy focuses on maximizing the utilization of available essential resources in improving the quality of organizational performance. The aspects seen from the resource support strategy are:

➤ *Human Resources*

As a type or Class B hospital, the management of RSUD Raja Ahmad Tabib currently has human resources with a total of 559 employees, with 26 general practitioners, 1 (one) dentist, 3 internal medicine specialists (3). three people, 5 (five) pediatricians, 5 (five) surgical specialists, 4 (four) obstetrics and gynecology specialists, 1 (one) eye specialist, 1 (one) ear nose and throat (ENT) specialist people, nerves 4 (four) people, heart and blood vessels 3 (three) people, skin and genitals 1 (one) person, mental medicine 1 (one) person, lungs 2 (two) people, orthopedics and traumatology 2 (two) person, urology 1 (one) person, neurosurgery 1 (one) person, forensics 2 (two) people, anesthesia 4 (four) people, physical rehabilitation 2 (two) people, radiology 4 (four) people, clinical pathology 4 (four) people and anatomical pathology of 2 (two) people. This aspect of human resources has also been supported by hundreds of other non-medical personnel who are ready to work around the clock.

➤ *Infrastructure*

In general, the facilities and infrastructure at Raja Ahmad Tabib Regional Hospital as a class B hospital are considered to be complete. With a bed capacity of 208 inpatient rooms, 18 emergency department (IGD) beds, 6 (six) chemotherapy beds and 20 infectious HD machine beds.

However, there are a number of needs in specialist clinic rooms that have not been met, one of which is that pediatricians need 4 (four) doctors but only 3 (three) are available, also surgeons need 5 (five) doctors but are available. only 2 (two) people, then 6 (six) specialist and general dentists are needed but only 1 (one) person is available.

"Not only that, the anatomical pathology rooms, clinical pathologists, radiology and medicolegal forensic rooms are still considered narrow and need to be widened," said the Head of the Medical Records Installation at Raja Ahmad Tabib Regional Hospital.

➤ *Financial Resources*

Operational costs of Raja Ahmad Tabib Hospital, Riau Islands Province and income of the Regional Public Service Agency (BLUD). The total expenditure budget for the Regional Revenue and Expenditure Budget (APBD) – Amendments for 2023 is IDR 283,670,347,991.00. Meanwhile, the total financial realization for the 2023 budget year to 31 December 2023 was IDR 281,751,090,838.00 or around 99.32% of the total budget ceiling and physical realization was 99.80%. Financial and physical realization increased from the previous year.

According to the Head of the Riau Islands Provincial Health Service, as a source of funding for the State Revenue and Expenditure Budget (APBN), in 2023 Raja Ahmad Tabib Regional Hospital will receive a health fund (DAK)

allocation of IDR 74,240,146,150.00, this follows the establishment of Raja Ahmad Hospital The healer becomes a BLUD.

“Apart from receiving sustainable subsidies from the APBD and APBN, it also has the authority to obtain income from health services paid for by the public. “The implementation of PPK BLUD is as of January 1 2014 as stipulated by the Decree of the Governor of the Riau Islands number 935 of 2013,” said the Head of the Riau Islands Provincial Health Service.

The funds received by Raja Ahmad Tabib Hospital, Riau Islands

Province in 2023 are as shown in the table below:

Table 2 Income List of Raja Ahmad Tabib Regional Hospital in 2023

No	Descriptions	Total (Rp)
1	Income of RSUD of Kepri (general patiens, covids, insurance patiens, ect.	105.761.483.321
2	Others Income (building rental cooperation, ect.)	1.190.815.816
3	Total Income until December 2023	106.952.299.137
4	Debt	3.696.727.066

Sources: LAKIP of Raja Ahmad Tabib Hospital 2023.

The income for 2023 also comes from payments from the previous year and income from collaboration. When compared with income in 2021, there was a decrease in income, this was obtained from timely payment of JKN services and payment of service fees. From this amount of income, receivables are one of the contributions to increasing this income.

D. Institutional Strategy

Another institutional strategy is that, the management of RSUD Raja Ahmad Tabib has so far determined to become a heart and blood vessel referral hospital by strengthening health services and referral disease networks (stroke, heart disease, cancer and uro nephro), by September 2023 it has received approval of the Governor of the Riau Islands to make RSUD Raja Ahmad Tabib a teaching hospital.

“So, to improve services to the community in 2023, various programs and activities have been implemented by RSUD Raja Aahmad Tabib both in terms of services and facilities and infrastructure,” Head of the Planning and Program Division of RSUD Raja Ahmad Tabib.

The health service that will be developed in 2023 is the operation of the Heart Cathlab service.

➤ *Facilities and Infrastructure Development Program*

The facilities and infrastructure development programs that have been developed in 2023 are as follows.

- To support the development of Cardiovascular, Heart, Stroke and Urology (KSJU) services, procurement of health equipment through special allocation funds (DAK)
- Development of the bunker installation building (Radiotherapy)
- Central surgical installation

- Painting the hospital building
- SIMRS development is at a new stage! (Procurement of hardware and recruitment of IT personnel)
- Increasing Human Resources (HR) Skills in KSJU development.

Meanwhile, the development of services and infrastructure in 2024 is a continuation of KSJU development, namely:

- Continued construction of the bunker installation building
- (Radiotherapy)
- Human Resources (HR) Recruitment
- Training to improve human resource (HR) skills in developing KSJU services.
- SIMRS Phase 2 development (software, network and hardware)

➤ *Community Satisfaction Index*

The institutional strategy that has been implemented has also presented a community satisfaction index. In this regard, Raja Ahmad Tabib Regional Hospital has conducted a community satisfaction survey in 2023 using a quantitative approach. This research uses the community satisfaction index (IKM).

According to the Director of Raja Ahmad Tabib Regional Hospital, the results of the community satisfaction index survey regarding services carried out by Raja Ahmad Tabib Regional Hospital aim to determine the level of performance of service units on a regular basis as a material for determining policies in order to improve the quality of public services.

The survey results in 2023 if the average community satisfaction index is 85.52%. This value has decreased compared to the previous year 2022 which reached 93.85%.

Meanwhile, the community satisfaction index in 2023 for outpatient public service units will be 86.20%, while for inpatient care it will be 89.89% and the emergency department (IGD) will be 85.02%.

Regarding the community satisfaction index, which on average reached more than 80% percent, this was confirmed by AB, a Tanjungpinang resident who was treated in the ER at Raja Ahmad Tabib Regional Hospital around February 2023.

"I once had a sudden heart attack and was admitted to the emergency room. Thank God, when I entered the hospital, all the nurses and doctors immediately treated me well. Even at that time I had no money at all, after I recovered the cashier only asked for my ID card and allowed me to go home, the service was also not long-winded," said AB.

V. CONCLUSIONS AND RECOMMENDATIONS

A. Conclusion

After a more in-depth and detailed discussion, the author can draw the following conclusions:

- Judging from the organizational strategy, the management of Raja Ahmad Tabib Regional Hospital has carried out business activities in accordance with the vision and mission of the Governor of the Riau Islands. One of the targets of the 3rd mission is to increase the availability of quality basic and referral health service facilities with the target indicator to be achieved, namely increasing the accreditation status of RSUD Raja Ahmad Tabib from plenary. In this regard, Raja Ahmad Tabib Regional Hospital is also known as the main referral hospital for districts/cities throughout the Riau Islands Province.
- Judging from the program strategy, the management of the Raja Ahmad Tabib Regional General Hospital is also considered to have succeeded in achieving its medium-term goals and objectives, namely increasing the availability and quality of basic and referral health service facilities. The indicator of achieving the target is the increase in the accreditation status of the Raja Ahmad Tabib Regional General Hospital as a complete hospital towards an international hospital.
- Judging from my resource support strategy (resource support strategy), the Management of the Raja Ahmad Tabib Regional General Hospital has carried out its duties as a Service Technical Service Unit (UPTD) which has the task of carrying out health efforts in an efficient and effective manner by prioritizing healing and recovery efforts, which is carried out harmoniously, integrated with improvement and prevention efforts and carrying out referral efforts in accordance with the policies implemented by the Governor based on statutory regulations.
- Furthermore, in terms of institutional strategy, the management of the Raja Ahmad Tabib Regional General Hospital has also carried out all programs and activities in accordance with the strategic plan that has been established as a policy. A manifestation of the success of

the institutional strategy is the community satisfaction index which is based on the results of the latest survey in 2023, which shows that the community satisfaction index for the services provided by the management of the Raja Ahmad Tabib Regional General Hospital reached an average of above 85%.

B. Recommendations

To maintain and improve the quality of service to the community, the author suggests to the management of the Raja Ahmad Tabib Regional General Hospital and stakeholders the following:

- To fulfill medical personnel, it is recommended to meet the shortage of specialist doctors, especially surgical specialists, pediatric specialists and dental specialists because the existence of these specialist doctors is really needed by the majority of people in the Riau Islands Province.
- For the infrastructure sector, it is also hoped that the management of the Raja Ahmad Tabib Regional General Hospital will immediately improve the anatomical pathology, clinical pathologist, radiology and medicolegal forensic rooms because so far they are considered to be still narrow and need to be widened.

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