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Readiness to Change the Management System of the Regional General Hospital of North Buton Regency Towards Regional Public Service Agency

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ABSTRACT

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Introduction: The transformation of North Buton Hospital into a Regional Public Service Agency faces significant challenges, particularly in human resources due to the dominance of contract labor, leading to personnel instability. Another major obstacle is the lack of understanding among policymakers about the impact of this transformation on Regional Original Revenue, which could delay the adoption of the model that is crucial for enhancing the efficiency, transparency, and quality of health services. These challenges are further compounded by operational and financial limitations, such as restricted flexibility in resource management, highlighting the urgent need for transformation.

Method: This qualitative study, using a case study design, involved nine informants, including key hospital officials and staff. Data were collected through interviews, observations, and document reviews, and analyzed using the N-VIVO software.

Result: The findings indicate that North Buton Hospital is substantively prepared for the transformation, with a solid financial strategy and a good understanding of regulations. Technically, the hospital has successfully compiled and verified essential documents, such as the Strategic Plan and Minimum Service Standards.

Conclusion: The study concludes that while North Buton Hospital is generally ready to transition to Regional Public Service Agency status, overcoming these challenges is essential. Recommendations include increasing local government support, enhancing human resource training, and developing IT infrastructure for the Hospital Management Information System to ensure a successful transformation and improved public health services.

Introduction

The transition of Regional General Hospitals to the status of Regional Public Service Agencies in accordance with Law Number 44 of 2009, especially Article 7 Paragraph 3 and Article 20 Paragraph 3, provides hospitals with flexibility in more efficient and productive financial management. This allows hospitals to manage budgets and expenditures independently, so that they can improve performance and services through resource optimization. With the managerial autonomy provided, the Regional Public Service Agency can make quick and responsive decisions to the needs of the community, improving the quality of services according to the principles of economy, productivity, and efficiency mandated by law.^[1]

The change in the management system of the Regional General Hospital (Regional General Hospital) to the Regional Public Service Agency (Regional Public Service Agency) is part of the government's efforts to improve the efficiency and quality of health services at the local level.^[2] In various countries in Asia, including Indonesia, Regional Public Service Agency has become a popular model for improving accountability and efficiency in hospital management.^[3,4]

Migrating to Regional Public Service Agency status is an important solution to gain flexibility in financial and managerial management. With Regional Public Service Agency status, the hospital will be able to manage the budget more efficiently and be responsive to daily urgent needs.^[5] This not only improves operational efficiency but also ensures sustainability and better service quality for the people in North Buton.

After meeting the administrative and technical requirements, the next step is to apply for Regional Public Service Agency accreditation to the authorized institution. This accreditation is important to ensure that Regional Public Service Agency meets the quality standards of healthcare services set and officially recognized by the government. The accreditation application process

also requires the readiness of infrastructure, human resources, and information systems that support Regional Public Service Agency operations. Thus, the hospital can officially transform into a Regional Public Service Agency and begin its role as an independent public service agency in providing health services to the community.^[2,6]

In Indonesia, in 2023, 2,482 hospitals have been successfully accredited, covering around 88.23% of the total number of hospitals in operation. Meanwhile, there are 331 hospitals, or about 11.76% of the total, that have not been accredited or have not applied for an accreditation process, and most of these hospitals are known to be new hospitals. This condition indicates that there are necessary efforts to improve the accreditation process in the health sector. In Southeast Sulawesi Province, in 2021, out of a total of 28 existing hospitals, only 13 hospitals or around 46.42% have been accredited.^[7] However, in 2023, this figure will increase to 25 hospitals or around 89.28%, including the North Buton Regency Hospital. In addition, there are 3 other hospitals that are applying for accreditation, showing awareness and commitment to meet higher standards of health service quality.^[8]

It was recorded that in 2019, there were a total of 97 Regional Public Service Agencies (Regional Public Service Agency) in the health sector in Indonesia. This number consists of 69 General Hospitals, 19 Special Hospitals and 9 Health Centers. However, in 2023, the number of health Regional Public Service Agency for hospitals as a whole increased to 142 units (5.05%) out of a total of 2813 hospital units throughout Indonesia. Of these, there are 2269 units of general hospitals and 544 units of special hospitals. In Southeast Sulawesi Province, in 2023, it was recorded that 11 hospital units used the Regional Public Service Agency service system out of a total of 38 hospitals in Southeast Sulawesi province, with details of 37 general hospitals and 1 special hospital.^[9]

Transformation into Regional Public Service Agency, a Regional Apparatus Work Unit or work

unit in Regional Apparatus Work Unit must meet three main requirements, namely involving the provision of goods and services to improve the quality of public services and the management of special funds for economic services. The second requirement includes improving service and financial performance, which is recommended by the regional secretary or head of the relevant Regional Apparatus Work Unit. The third requirement is the presentation of documents such as a statement of capability, governance patterns, strategic plans, financial statements, Minimum Service Standards, and the last audit report or statement of readiness for independent audit. By fulfilling these three requirements, Regional Apparatus Work Unit or work units in Regional Apparatus Work Unit can carry out public service functions more efficiently and transparently as Regional Public Service Agency.^[10,11]

The dynamics experienced by the North Buton Regency Hospital in 2023 reflect the challenges that need to be overcome in the plan to change the Governance System to a Regional Public Service Agency. One of the main challenges is related to human resources, where out of 239 employees, only 30% (71 people) are Civil Servants, while the rest, 70% (168 people), are contract workers. This shows the limitations in the sustainability of the permanent workforce. In the process of transforming into Regional Public Service Agency, hospitals need to strengthen the sustainability of human resources by providing incentives or policies that support improving the quality and motivation of the workforce.^[8]

The report on the minimum achievement of the Regional General Hospital in North Buton Regency has several areas that need improvement. This includes the lack of a number of emergency service providers who have certifications that meet the minimum targets, waiting times and compassion that exceed the standards that have been set, and the occurrence of failures in X-ray services even though the number is still low. In addition, the level of training for employees and the timeliness of providing incentives have also not

reached the desired standards. Although there are no reports of linen loss, the efficiency in the provision of linen for inpatient rooms still needs to be improved. The same applies to the number of members of the Primary Health Service Assurance Team who have undergone training, which is still far from the expected standard. Overall, there is urgency and readiness needed to adopt a management system or governance to become a Regional Public Service Agency (Regional Public Service Agency) to improve the quality and efficiency of health services.^[8]

According to Nurdianto et al, dependence on funds from the Regional Government often limits hospital financial management because of the many rules that must be followed, making it difficult to achieve maximum services. On the other hand, the service system with the Regional Public Service Agency provides autonomy in the financial management of hospitals. This characteristic allows hospitals to be more flexible and responsive in improving access and quality of health services for the community.^[2]

Countries in Asia such as Singapore, Malaysia, and Thailand have successfully implemented the Regional Public Service Agency model, proving that self-sufficient and results-oriented management can improve the efficiency and quality of health services. The implementation of this model in Indonesia has also yielded promising results, although challenges and obstacles still exist in the implementation process.^[12]

One of the main advantages of the change in the management system of the hospital to Regional Public Service Agency is the increase in transparency and accountability in financial management. By introducing modern management principles and openness in the allocation and use of funds, Regional Public Service Agency allows for better monitoring of the use of the budget. In addition, this model also provides flexibility in decision-making, allowing hospital management to be more responsive to needs and changes in health services.^[4,13] Several hospitals in Indonesia have

undergone significant transformations after becoming Regional Public Service Agencies (Regional Public Service Agency).^[14]

This change can also have a significant impact, especially for the relevant Regional Apparatus Work Units (Regional Apparatus Work Unit) and the general public. The adoption of the Regional Public Service Agency model requires adjustments in organizational policies, procedures, and culture, which may pose resistance and challenges at the local level. Therefore, it is important to conduct a comprehensive readiness analysis, involving all stakeholders, to ensure the success and sustainability of these changes in the long term.^[15,16]

North Buton Hospital has taken strategic steps to prepare for the transition to the Regional Public Service Agency (Regional Public Service Agency) by forming a special team. The team consists of 56 members spread across various units and departments in the hospital, demonstrating a great commitment to the preparation of this transformation. They were divided into three teams based on the main requirements that must be met in the process of converting hospitals into Regional Public Service Agency. This step was carried out based on the Decree of the Director of North Buton Hospital Number 56/Regional General Hospital/BU/V/2023. Their duties are focused on the preparation of the administrative, substantive and technical requirements required in this transformation.

Method

This type of research is a qualitative research that aims to describe and analyze phenomena, events, activities, attitudes, beliefs, and perceptions of individuals or groups.^[17] This research has been carried out at the North Buton Hospital from June to July 2024. The research subjects consisted of key informants and ordinary informants, with a total of 9 informants of which 3 key informants had the role of evaluating the readiness of the 3 (three)

main requirements to become Regional Public Service Agency (Head of the Administration Sub-Division, Head of the Medical & Nursing Services Section and Head of the Support Services Section). For ordinary informants, there are 6 (six) people, where the chairman and deputy of the team each have the main requirements for readiness to become a Regional Public Service Agency, namely substantive, administrative, and technical requirements. The selection of data informants was carried out using the purposive sampling technique, which means that the sample was deliberately selected based on certain considerations.^[18]

Data collection is carried out using triangulation techniques, which are a combination of various data collection methods such as interviews, observations, and document studies. The data analysis in this study is inductive or qualitative, which means that the data is analyzed qualitatively based on findings in the field.^[18,19]

Result

a. Fulfillment of Legal Requirements in the Establishment and Operation of Regional Public Service Agency

Fulfillment of Legal Requirements in the Establishment and Operation of Regional Public Service Agency refers to efforts to ensure that all relevant legal and regulatory aspects are complied with during the process of establishing and managing a Regional Public Service Agency. This involves examining and implementing legal requirements set out by laws and regional regulations, such as licensing, compliance with financial management regulations, and approval from authorities. The goal is to ensure that Regional Public Service Agency operates legally and in accordance with applicable provisions.

The results of the study indicate that the fulfillment of legal requirements in the process of establishing and operating Regional Public Service Agencies is carried out through steps involving the preparation and verification of regulatory documents, such as Renstra, and financial management guidelines, as well as through the involvement of various related

parties, including the legal department of the local government, the Health Office, and the Finance Office. This implementation also includes approval procedures, the formation of regional head regulations, the preparation of SOPs and internal policies, and monitoring and evaluation of compliance. Thus, the fulfillment of legal requirements is achieved through a systematic and collaborative approach, ensuring that all legal aspects are in accordance with applicable regulations. This was confirmed by several informants, namely:

Governance regulations, Minimum Service Standards, Regional Public Service Agency Renstra, and Regional Public Service Agency financial management guidelines have been determined by the regional head. (IK1, July 22, 2023)

To ensure the legal requirements in the Regional Public Service Agency establishment process, namely by following all Regional Public Service Agency establishment procedures and completing all documents in the Regional Public Service Agency establishment requirements. If both are done correctly, the legal requirements will be met. (IK3, July 22, 2023)

The conclusion of the information is that the establishment of Regional Public Service Agency involves a structured process and is in accordance with legal requirements. Regional Public Service Agency finances have been determined by the regional head, indicating the importance of local authorities in Regional Public Service Agency management. In addition, compliance with legal requirements is ensured through compliance with all procedures and completeness of the required documents. If these two aspects are carried out correctly, then the legal requirements in establishing Regional Public Service Agency will be met, guaranteeing the legality and legitimacy of Regional Public Service Agency operations. This is emphasized by the statement in the following regular infoamnn:

Regional Public Service Agency legal requirements: -Laws -Community strategic plan -Business strategic plan (IB2, July 23, 2023)

Fulfillment of all documents and requirements that have been set. The process includes: fulfilling substantive, technical, and administrative requirements; application letter; assessment by the assessment team; determination by the regional head. (IB4, July 23, 2023)

Steps: ratification of Regional Public Service Agency status, determination of organizational structure and governance, development of RBA, transparent and accountable budget management, development of SIM, community empowerment (IB6, July 23, 2023)

The conclusion of the information is that the establishment of Regional Public Service Agency must go through various strict legal and administrative requirements. These requirements include compliance with laws, community Renstra, and business Renstra. The establishment process involves fulfilling substantive, technical, and administrative requirements, which include submitting an application letter, assessment by an assessment team, and determination by the regional head. Important steps in the establishment of Regional Public Service Agency include status approval, determination of organizational structure, transparent and accountable budget management, and development of management information systems and community empowerment. All of this ensures that Regional Public Service Agency is established and operates in accordance with legal standards and good governance.

b. Process of Collecting Supporting Documents for the Establishment and Operation of Regional Public Service Agency

The Process of Collecting Supporting Documents for the Establishment and Operation of Regional Public Service Agency refers to the systematic steps to collect and prepare all documents required to establish and operate a Regional Public Service Agency. This includes collecting business permits, regional regulations, legal documents, and other administrative evidence required to meet legal and administrative requirements. This process aims to ensure that all relevant documents are available, complete, and in

accordance with applicable regulations to support the successful operation of Regional Public Service Agency.

The process of collecting supporting documents for the establishment and operation of Regional Public Service Agency is carried out systematically and structured, involving the division of tasks to the work team responsible for collecting documents according to the agreed time. Each pokja team collects various types of important documents such as Renstra, Minimum Service Standards, governance, financial reports, and other legal documents, which are then verified through observation and review by the relevant team. These steps include interviews with the pokja coordinator, document analysis, and observation and verification of the completeness of the documents that have been collected. The process ensures that all legal and administrative requirements are met for the establishment and operation of Regional Public Service Agency.

The relevance of the research results was confirmed by several informants, including statements from 2 key informants as follows:

Document collection is carried out by dividing the work team per working group, each working group is responsible for collecting documents according to the time that has been determined and agreed upon together. (IK1, July 22, 2023)

The process of collecting documents for the establishment and operation of Regional Public Service Agency, namely North Buton Regional Hospital, first prepares documents related to the Regional Public Service Agency Governance Pattern Regulation, Minimum Service Standards, Strategic Plan, and Financial Reporting and a Certificate of Willingness to be Audited. After the documents are ready, the Director submits an application for the application of Regional Public Service Agency to the Head of the Health Service, then the Head of the Health Service submits an application to the Regional Head through the Regional Secretary. The application is submitted by attaching the documents above that have been prepared. Then the Regional Head assesses the application for the application of Regional Public Service Agency by forming an

assessment team that has been determined by the decision of the regional head. According to Article 47 paragraph 3 of Permendagri 79 of 2018, the assessment team consists of at least the regional secretary as chairman, PPKD as secretary, head of SKPD in charge of Regional Public Service Agency activities as members, head of SKPD in charge of regional development planning as members and head of SKPD in charge of supervision in the regional government as members. Then, if necessary, the assessment team can involve competent experts in their fields to assist in the implementation of the Regional Public Service Agency assessment. The assessment team is tasked with assessing the application for the application of Regional Public Service Agency for a maximum of 3 months and in carrying out its duties can coordinate with the Minister through the Director General of Regional Financial Development. The results of the assessment by the team are submitted to the regional head as a consideration for determining or rejecting the application of Regional Public Service Agency. The application of Regional Public Service Agency will be determined by a decision of the regional head based on the results of the assessment from the assessment team with the approval of the regional head. The decision of the regional head is submitted to the leadership of the Regional People's Representative Assembly no later than 1 month from the date set. (IK3, 22 July 2023)

The process of collecting documents for the establishment and operation of Regional Public Service Agency involves dividing tasks among work teams responsible for collecting documents according to the agreed schedule. Important documents such as the Regulation on Governance Patterns, Minimum Service Standards, Renstra, and Financial Reporting are prepared by the North Buton Regional Hospital, then submitted by the Director to the Head of the Health Service, who then submits an application to the Regional Head. The Regional Head forms an assessment team consisting of relevant officials to evaluate this application within a maximum of 3 months. Based on the assessment results, the Regional Head determines the implementation of

Regional Public Service Agency through a decision submitted to the Regional People's Representative Assembly. This process ensures that all administrative and legal requirements are met before the Regional Public Service Agency is operational. This is confirmed by the same narrative answers from the following 3 ordinary informants:

A strategic plan is prepared to explain the Regional Public Service Agency management strategy by considering resource allocation and performance using business analysis techniques. (IB4, July 23, 2023)

Steps include: document identification, preparation of academic papers, preparation of proposal proposals, institutional documents, financial documents, operational documents, legal documents, other supporting documents, collection and verification of documents, submission of documents, documentation and archives. (IB5, July 23, 2023)

Required documents: statement of commitment to improve performance, Minimum Service Standards document, governance document, main financial report document, Renstra document, latest audit report document and statement of willingness to be audited (IB6, July 23, 2023)

The preparation of Regional Public Service Agency strategic plans aims to regulate management by considering resource allocation and performance through mature business analysis. The process includes document identification, preparation of academic papers, proposal proposals, and collection and verification of important documents such as statements of commitment, Minimum Service Standards documents, governance, financial reports, Renstra, and the latest audit report. All of these documents are then submitted and archived systematically, ensuring the readiness and accountability of Regional Public Service Agency in improving its performance and meeting legal and administrative requirements.

c. Public Socialization Strategy in the Establishment and Operation of Regional Public Service Agency

Public Socialization Strategy in the Establishment and Operation of Regional Public Service Agency is a method and steps taken to convey information and increase

public understanding about the establishment and operation of Regional Public Service Agencies. This includes various activities such as counseling, information campaigns, use of mass media, and community meetings. The goal is to ensure that the public is aware of the objectives, benefits, and changes related to Regional Public Service Agency, and to support the success of its implementation through public involvement and feedback.

The process of public socialization regarding the establishment and operation of Regional Public Service Agency was carried out through various methods to reach a wide audience, including the use of websites, social media, banners, and billboards. These activities involved public consultation forums, workshops, and seminars, as well as direct meetings with the community and related parties such as local governments. Evaluation was carried out through direct observation of socialization activities, analysis of socialization materials, and interviews with the socialization team and participants. Documentation, including photos, videos, and activity reports, were also examined to ensure the effectiveness of socialization and collecting feedback from the community. This was confirmed by several answers from research informants, namely:

Socialization is carried out through websites or social media, services in each unit, public consultation forums, and the installation of banners or billboards. (IK1, July 22, 2023)

Socialization can be done through websites or social media, it can also be done during services in each unit, through public consultation forum activities, and can also be done by installing banners in each room. Or billboards. (IK2, July 22, 2023)

It can be concluded that the socialization of the establishment and operation of Regional Public Service Agency is carried out through various communication channels, including websites, social media, services in related units, public consultation forums, and the installation of banners and billboards. This method aims to ensure that information reaches a wide audience and includes various media and direct interaction with the community. This is emphasized by the answer of the regular informant where the narrative answer shows the

readiness of the North Buton Regional Hospital to change into a Regional Public Service Agency, namely by sharing stages or steps:

Identify and prepare a socialization plan that includes the objectives of the target audience such as the community, Regional People's Representative Assembly members, local government and other related parties. So that they understand the objectives, benefits and how Regional Public Service Agency works. (IB3, July 23, 2023)

Public socialization efforts include: continuous monitoring and evaluation processes, feedback from service users, implementation of continuous improvement. Regional Public Service Agency is expected to continue to improve operational processes, improve service systems, and provide more efficient and responsive services (IB4, July 23, 2023)

Steps include: socialization planning, socialization material development, socialization methods, socialization implementation, monitoring and evaluation,

documentation and reporting, follow-up. (IB5, July 23, 2023)

The Regional Public Service Agency socialization process includes identifying target audiences such as the community, Regional People's Representative Assembly members, and local government, as well as preparing a clear plan to ensure they understand the goals, benefits, and working methods of Regional Public Service Agency. Socialization is carried out through careful planning, material development, implementation, and ongoing monitoring and evaluation. Feedback from service users is used to implement continuous improvements, with the aim of increasing service efficiency and responsiveness.

Discussion

Readiness of Substantive Requirements in Changing the Management System of North Buton Regency Hospital to Regional Public Service Agency

The results of the study show that the North Buton Regency Hospital has had a good enough readiness in meeting the substantive requirements for the change to Regional Public Service Agency. The informants showed an adequate understanding of related regulations, including Regulation of the Minister of Home Affairs Number 79/2018 and Law Number 44/2009. The financial strategy includes improving facilities, controlling operational costs, and implementing SIMRS. Community participation in strategic decisions is realized through public consultation and socialization.

The New Public Management (NPM) theory emphasizes the importance of efficiency, effectiveness, and performance in the management of public organizations.^[20] This theory is very

relevant to the results of this study, where the application of New Public Management (NPM) principles can strengthen management autonomy and provide flexibility in hospital financial management. It is known that the findings of this study show that the North Buton Regency Hospital is trying to improve operational efficiency and transparency by implementing hospital management information system and developing a better financial planning strategy.

Stakeholder Theory is also relevant in this discussion, where the involvement of various stakeholders, including the community, in strategic decision-making is the key to the success of organizational transformation.^[21] The implementation of the public consultation forum and socialization efforts carried out by the North Buton Regency Hospital reflects an understanding of the importance of stakeholder support and participation in the process of changing to Regional Public Service Agency.

Substantive requirements are one of the important requirements that must be met by the Regional General Hospital (Regional General Hospital) in the process of changing its status to become a Regional Public Service Agency (Regional Public Service Agency). These requirements include conformity with local government policies and strategic plans, improvement of services to the community, and improvement of efficiency and productivity of performance. The lack of fulfillment of substantive requirements can have a significant impact on the process and results of changing the status of the hospital to Regional Public Service Agency.^[22]

The main role of the substantive requirements is to ensure that the change in the status of the hospital to Regional Public Service Agency is in line with the interests and needs of the community and the local government.^[23] According to the Regulation of the Minister of Home Affairs Number 79 of 2018, substantive requirements include the implementation of public services related to the duties and functions of Regional Apparatus Work Unit, as well as service performance in the field of duties and functions that are feasible to be managed and improved through Regional Public Service Agency.^[24] Lack of fulfillment of this condition can resulting in a discrepancy between the purpose of the status change and the needs and priorities of the region.^[25]

The impact of the lack of substantive requirements can be seen from various aspects. First, in terms of services, hospitals that do not meet substantive requirements may not be able to improve the quality and efficiency of health services as expected.^[26] This can lead to public dissatisfaction and the failure to achieve the goal of improving public welfare. Second, in terms of management, the lack of substantive requirements can result in ineffective and efficient management, because there is no alignment between the Regional Public Service Agency management system and the characteristics and needs of the hospital.^[24,27]

The lack of substantive requirements can also have an impact on the financial aspect. Hospitals that do not meet the substantive requirements may not be able to optimize their income and financial management, which is one of the main objectives of the change of status to Regional Public Service Agency.^[28] This can lead to a continued reliance on local government budgets and the lack of financial flexibility expected from Regional Public Service Agency status.

It is important for the local government and the management of the hospital to ensure the fulfillment of substantive requirements before changing the status to Regional Public Service Agency. Fulfilling substantive, technical, and administrative requirements as a whole can increase the success of Regional Public Service Agency implementation in hospitals. By fulfilling the substantive requirements, the hospital will be better prepared to face challenges and opportunities as a Regional Public Service Agency, and be able to provide optimal benefits for the community and local government.^[29]

Previous research, on the implementation of Regional Public Service Agency in regional hospitals shows that regulatory readiness and management information systems are key factors in the success of the transformation.^[14] This is consistent with the findings at the North Buton Regency Hospital, where understanding the regulations and the implementation of SIMRS has become the focus in preparation for Regional Public Service Agency.

The findings at the North Buton Regency Hospital, which shows the existence of a comprehensive financial planning strategy and community engagement efforts through public consultation forums, are in line with the recommendations of the research by Samsul Rijal, emphasizing the importance of careful financial planning and community involvement in the Regional Public Service Agency transformation process.^[30]

This study shows that the readiness of the North Buton Regency Hospital in meeting the substantive requirements to switch to Regional Public Service Agency is quite good, which indicates the potential success in this transformation. The implementation of adequate regulations and the implementation of hospital management information system are important steps that have been taken, in accordance with the principles of New Public Management (NPM). According to Mumtaz, although these efforts are positive, challenges remain, especially in overcoming the limitations of infrastructure and human resources (HR). The implication of this result is the need for further emphasis on strengthening infrastructure and human resource training, so that the hospital is able to run Regional Public Service Agency efficiently and effectively.^[31]

Community involvement in strategic decision-making through public consultation forums shows that North Buton Regency Hospital has adopted an inclusive approach, in accordance with stakeholder theory. This is important because stakeholder participation can increase transparency and accountability in the management of the hospital as a Regional Public Service Agency. Further implications are the importance of continuing and expanding these initiatives to ensure that all stakeholders, including the community, remain engaged in the ongoing transformation and decision-making process.^[32]

Based on the findings of the study, it is assumed that regulatory readiness and a strong management system will be the main driver of the success of the transformation of the North Buton Regency Hospital into Regional Public Service Agency. With a good understanding of regulations such as Regulation of the Minister of Home Affairs, as well as the implementation of a mature financial planning strategy, this hospital has a solid enough foundation to manage Regional Public Service Agency with greater autonomy and flexibility.

Another assumption is that the active involvement of the community and other stakeholders in strategic decision-making will increase the effectiveness and acceptance of Regional Public Service Agency transformation.^[30] This involvement is expected to create synergy between the hospital and the community, which can ultimately support the improvement of the quality of health services and community welfare in North Buton Regency.

Based on these findings, it can be assumed that the North Buton Regency Hospital is on the right track in preparing to become a Regional Public Service Agency. However, implementation challenges such as infrastructure and human resource limitations need to be overcome to optimize the benefits of this transformation. The implications of this study show the need for continuous support from local governments, especially in terms of strengthening regulations and increasing human resource capacity.^[33] In addition, periodic evaluations of the readiness and implementation of Regional Public Service Agency need to be carried out to ensure the achievement of the goal of improving the quality of health services for the community.

To ensure the success of the implementation of Regional Public Service Agency at the North Buton Regency Hospital, it is recommended that the local government continue to support the strengthening of relevant regulations and policies. Increasing the capacity of human resources, especially in financial management and Regional Public Service Agency operations, must be a priority. In addition, the development of infrastructure, including medical equipment and information technology, needs to be considered to support the smooth operation of the hospital as a Regional Public Service Agency.

North Buton Regency Hospital should continue and expand community involvement in strategic decision-making through a more intensive public consultation forum. This will ensure that the Regional Public Service Agency transformation receives full support from the

community and other stakeholders. It is also recommended to conduct periodic evaluations of the readiness and implementation of Regional Public Service Agency, in order to identify and overcome potential obstacles from an early age, so that the goal of improving the quality of health services can be achieved optimally.

Readiness of Technical Requirements in Changing the Management System of North Buton Regency Hospital to Regional Public Service Agency

This study examines the readiness of technical requirements in the transformation of North Buton Regency Hospital into Regional Public Service Agency. A thorough analysis revealed significant progress in the preparation, feasibility assessment, approval, and implementation of Regional Public Service Agency.

The main findings include: (1) Careful preparation with the formation of a working team and the preparation of strategic documents; (2) Comprehensive feasibility assessment includes aspects of facilities, human resources, government support, and finance; (3) A transparent approval process involving various stakeholders; (4) Sustainable implementation through the development of effective administrative systems and human resource training.

The results of the study reinforce the theory of organizational change management, showing the importance of careful planning, stakeholder support, and commitment to continuous improvement in complex organizational transformations such as Regional Public Service Agency.^[16]

Optimal technical readiness in changing the management system of the hospital to Regional Public Service Agency has a significant impact on hospital operations. If the hospital has prepared all technical aspects carefully, including infrastructure, human resources (HR), and management information systems, then the hospital will be able to operate more efficiently

and effectively.^[5] This readiness allows hospitals to more quickly adapt to the change of status to Regional Public Service Agency, reduce the risk of operational disruption, and ensure the smooth running of health services to the community.^[34]

Technical readiness also affects the improvement of the quality of services provided by the hospital. With adequate facilities and trained human resources, Regional General Hospital can offer better health services and be more responsive to patient needs.^[35] The implementation of an effective management information system, for example, allows for more efficient management of patient data, speeds up administrative processes, and improves patient satisfaction. This positive impact strengthens the position of the hospital as a reliable and trusted health institution in its area.^[36]

On the other hand, the unpreparedness of technical requirements in the process of changing the management system of the hospital can have a serious negative impact. If the hospital does not have adequate technical readiness, such as inadequate infrastructure or untrained human resources, the hospital can face various operational challenges that disrupt health services.^[37] This unpreparedness can lead to instability in the transition to Regional Public Service Agency, resulting in delays in the provision of services and even a decrease in the quality of services received by patients.^[38]

The long-term impact is that technical unpreparedness can threaten the sustainability of the Regional Public Service Agency status itself and reduce public and local government confidence in the ability of hospitals to provide quality health services.^[39]

This study reinforces the findings of previous research. Amy Matsuo, emphasized the importance of regulatory readiness and management information systems in the transformation of Regional Public Service Agency.^[40] Mia stated, underlines the crucial role of financial planning and community involvement.^[41] Identify the key factors for the

success of Regional Public Service Agency implementation, including leadership commitment, human resource readiness, and stakeholder support.^[42]

This finding is consistent with the results of research where the North Buton Regency Hospital has shown significant efforts in preparing to become a Regional Public Service Agency. Although there are still challenges, the achievements so far are encouraging. Continuous improvement and development is expected to improve the quality of health services for the community.

This study shows that the technical readiness of the North Buton Regency Hospital in transforming into Regional Public Service Agency has reached a fairly mature stage. The formation of a strategic working team and the preparation of comprehensive documents reflect that the hospital has made serious preparations. This gives the implication that technical readiness is an important foundation that can determine the success of Regional Public Service Agency implementation in other hospitals that have similar intentions.^[43] This careful preparation process also shows that the North Buton Regency Hospital is ready to handle the challenges that may arise during and after the transformation.

Practical implications include recommendations for other hospitals that plan to become Regional Public Service Agencies: (1) careful and inclusive planning; (2) comprehensive eligibility assessment; (3) continuous support from local governments; (4) continuous human resource capacity development.^[44]

A comprehensive feasibility assessment of aspects such as facilities, human resources (HR), government support, and finance confirms that this transformation does not only depend on administrative aspects, but also on the readiness of infrastructure and human resources.^[45] This implication shows that hospitals that plan to switch to Regional Public Service Agency need to conduct an in-depth evaluation of various technical aspects to ensure a smooth transformation process.

In addition, the development of an effective administrative system and continuous human resource training indicate the commitment of the North Buton Regency Hospital to strengthen their internal foundation. The implication of this is that other hospitals that want to succeed in Regional Public Service Agency transformation must focus on internal strengthening through system development and human resource capacity building. It also shows that the sustainability of transformation depends on continuous development and adaptation to changing needs and challenges.^[46]

Based on the results of the research, it can be assumed that careful technical preparation is the key to success in the transformation of the hospital into a Regional Public Service Agency. With the formation of a structured work team and the preparation of strategic documents, the North Buton Regency Hospital shows that readiness from the technical side is a crucial first step. This assumption reinforces the idea that without adequate technical readiness, the transformation to Regional Public Service Agency will face many obstacles that can hinder the achievement of goals.

In addition, it is assumed that the continued support of local governments and stakeholder engagement are critical in ensuring the long-term success of the Regional Public Service Agency transformation. The North Buton Regency Hospital has shown that with the support and active involvement of various parties, the transformation process can run more smoothly. This assumption emphasizes that Regional Public Service Agency transformation is not only about internal readiness, but also about how Regional General Hospital can build and maintain a strong external support network.

To increase the success of Regional Public Service Agency transformation in other hospitals, it is recommended that technical planning be carried out very carefully and inclusively. The formation of a working team consisting of various experts and the preparation of a comprehensive strategic document should be the first step in this

process. In addition, other hospitals need to adopt the same approach as the North Buton Regency Hospital in making careful preparations before starting the transformation process into Regional Public Service Agency.

The second recommendation is that a thorough feasibility assessment should be a top priority before transformation. Hospitals must ensure that aspects such as infrastructure, human resources, government support, and finances have been carefully evaluated. By conducting this assessment, hospitals will be able to identify and address potential weaknesses that can hinder the implementation of Regional Public Service Agency, as well as ensure that they have a strong basis to operate independently as Regional Public Service Agency.

Further research can examine the impact of the implementation of Regional Public Service Agency on financial performance and service quality at the North Buton Regency Hospital. Comparative studies with other hospitals that have been implementing Regional Public Service Agency for a long time can also be conducted to identify key factors for the success of Regional Public Service Agency implementation.

The transformation into Regional Public Service Agency opens up opportunities for the North Buton Regency Hospital to improve operational efficiency and service quality. With a commitment to continuous improvement and stakeholder support, this hospital has the potential to become a successful model for Regional Public Service Agency implementation at the regional level, making a significant contribution to the improvement of the regional health system.

Readiness of Administrative Requirements in Changing the Management System of North Buton Regency Hospital to Regional Public Service Agency

The main findings of this study show that the North Buton Regency Hospital has successfully met various legal requirements needed for the establishment and operation of

Regional Public Service Agency. This is reflected in the success in compiling and verifying important documents such as the Strategic Plan, Minimum Service Standards, and financial management guidelines.

The process of collecting supporting documents is carried out systematically and involves various related parties. Tasks are well coordinated by the work team, and document verification is carried out regularly to ensure the completeness and accuracy of the necessary data.

North Buton Regency Hospital has also carried out effective socialization to increase public understanding and support for the change to Regional Public Service Agency. The use of various communication channels, including social media and public consultation forums, demonstrates a commitment to engaging the community in this process of change.^[47]

These findings support the theory regarding the importance of good governance in organizations, where the fulfillment of strict administrative requirements is a key indicator. In addition, this research emphasizes the importance of stakeholder involvement in the organizational change process.^[48]

If the Regional General Hospital succeeds in meeting the administrative requirements to become a Regional Public Service Agency, the positive impact is very significant. Hospitals will gain greater autonomy in managing finances, which allows for more efficient and targeted resource allocation.^[14] With this flexibility, the hospital can be more responsive to the needs of patients and the community, as well as faster in making strategic decisions that have a direct impact on improving service quality.

Regional Public Service Agency status can also increase public credibility and trust in the hospital. With more transparent and accountable governance, Regional General Hospital has the potential to get greater support from local governments and third parties, including from the private sector. This opens up opportunities for cooperation that can expand sources of income and

strengthen the operational sustainability of the hospital.^[49]

In addition, with the ability to manage revenue independently, the hospital can more autonomously develop its services and facilities. Well-managed revenues allow hospitals to expand types of health services, improve facilities, and strengthen human resource capacity. All of this contributes to improving the quality of health services to the community.^[50]

If the hospital fails to meet the administrative requirements to become a Regional Public Service Agency, the negative impact will be felt on the ability of the hospital to manage finances and operations flexibly.^[14] Without Regional Public Service Agency status, Regional General Hospital must rely on the budget allocated from the local government, which is often limited and less flexible in its use. This can slow down the response to urgent needs and innovations in healthcare.^[51]

This failure can also affect the public perception of the hospital. The public may doubt the ability of the hospital to provide quality and efficient services. In addition, limitations in budget management can make it difficult for hospitals to improve infrastructure and facilities, which can ultimately reduce the quality of service and affect patient satisfaction.^[52]

In addition, the inability to become a Regional Public Service Agency can hinder the hospital in attracting investment or cooperation with external parties. Dependence on limited regional budgets makes it difficult for hospitals to develop services or innovate. This can cause stagnation in the development of hospitals and hinder the improvement of the quality of health services that should continue to develop according to the needs of the community.^[53]

If the administrative requirements are met and the Regional General Hospital officially becomes Regional Public Service Agency, the benefits obtained will be very large for the operation of the hospital and health services. With Regional Public Service Agency status, Regional

General Hospital has greater freedom in managing income and expenses, which means that budget management can be carried out more effectively and according to needs. This flexibility allows the hospital to be more adaptive in facing public health challenges, including in the procurement of medicines, medical devices, and human resource capacity building.^[51]

Another significant benefit is the improvement in the quality of service. With more independent management, the hospital can focus more on improving the quality of service, such as updating medical technology, improving the competence of medical personnel, and improving health facilities. All of this contributes to increased patient satisfaction and public trust in Regional General Hospital as a reliable health service provider.^[54]

In addition, Regional Public Service Agency status allows the hospital to collaborate with various parties, including the private sector and donor agencies, to support various health programs. The ability to attract additional funds can be used for service innovation, health research, and the development of preventive health programs that benefit the wider community. Thus, the achievement of the administrative requirements to become a Regional Public Service Agency provides a great opportunity for the hospital to continue to develop and make a greater contribution to improving public health.^[44]

Previous research, emphasize the importance of document readiness and careful planning as key to this transition process. Administrative readiness involves legal verification, budget planning, and the development of an adequate information system.^[42] Research shows that hospitals that successfully transition have trained and skilled teams, and use systematic verification methods to ensure compliance with applicable regulations.

Previous research has also identified that human resource capacity building and careful planning are key factors in ensuring the successful implementation of Regional Public Service Agency.^[55] The studies show that hospitals that

have been successful in this transition usually have structured training for staff and stakeholders, as well as planning that involves the entire team in the implementation process. By paying attention to these factors, hospitals can increase the likelihood of a successful transition to Regional Public Service Agency effectively.^[56]

Findings from other studies underscore the important role of effective communication and socialization in supporting organizational change. These studies show that the success of management system change is often influenced by how well information and support are delivered to the community and internal stakeholders. The use of diverse communication channels, including social media and public consultation forums, can increase public understanding and support for the changes being made.^[57]

Practical recommendations from this study include the need for careful planning in the process of preparing Regional Public Service Agency proposal documents, capacity building of human resources through continuous training, and the importance of effective communication with various stakeholders.

In conclusion, this study shows that the North Buton Regency Hospital has made good preparations to meet the administrative requirements of Regional Public Service Agency. However, periodic monitoring and evaluation are needed to ensure that Regional Public Service Agency can operate effectively and efficiently.

For further research, it is recommended to explore the impact of the implementation of Regional Public Service Agency on financial performance and service quality at the North Buton Regency Hospital, as well as to compare with other hospitals that have been implementing Regional Public Service Agency for a longer time to identify factors that affect the success of implementation.

Theory Development Based on Qualitative Findings

The theory developed from these qualitative findings emphasizes that Regional Public Service Agency-based service quality or autonomy in hospitals can be achieved through a structured strategy, focusing on capacity building, participation, and service innovation. The long-term impact is the achievement of sustainable, adaptive, and responsive health services, which ultimately improve people's welfare.

The following is a chart depicting strategic steps to accelerate the transformation of the North Buton Regency Hospital into Regional Public Service Agency. This chart illustrates the sequence of steps that need to be taken from the preparation of a strategic plan to research and comparative evaluation.

Here is a description of each step in the form of a table based on the chart image above:

Therefore, in addition to meeting the three main requirements (Readiness of Substantive Requirements, Technical Requirements, and Administrative Requirements) in the process of transitioning to Regional Public Service Agency, it is important to implement structured management with a clear division of tasks and systematic steps. This approach aims to accelerate the success of the transformation into a Regional Public Service Agency (Regional Public Service Agency). This strategy is designed based on practical needs and field experience and analysis of the results of this research.

Conclusion

Based on the results and discussion of the research, it can be concluded that:

1. Readiness of Substantive Requirements

North Buton Regency Hospital is ready to become a Regional Public Service Agency with a good understanding of regulations and financial strategies, although it still faces infrastructure and human resource challenges.

2. Readiness of Technical Requirements

Technical preparations are mature with the implementation of SIMRS and community involvement, but it needs to strengthen the system and support stakeholders.

3. Readiness of Administrative Requirements

Administrative requirements have been well met, supported by effective documentation, verification, and socialization.

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