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## Analysis of Internal Factors of the Jayapura Regional General Hospital Service Development Program

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### Abstract

**Background:** Hospitals are an essential component of the overall health-care system governed by the Act. Service development is inextricably linked to various factors that support hospital development, such as human resources, adequate infrastructure, and funding sources that are managed in an accountable, transparent, and honest manner. **Objectives:** The overall goal of this research is to learn about the internal factors of the Jayapura Regional Hospital Service Development Program in order to plan its future development. **Methods:** This research is classified as qualitative descriptive research. The study was carried out at the Jayapura Regional General Hospital. When the research was conducted in December 2021, there were 13 informants involved in this study, which included the President Director of the Jayapura Hospital and the Service Deputy Director and Head of the Service Subdivision. A Trend Analysis approach was used in the research analysis to reveal the phenomenon in detail. **Result:** Hospital Service Development Program Internal Factors. Overall HR development goals include administrative, medical, and paramedical personnel attempting to reduce contract staff while increasing ASN staff, specialist doctors, and competent nurses. Targets for patient care, access to hospitals, and continuity of services in hospitals, as well as efforts for infectious disease prevention and control, and integration of health education into health services. Meanwhile, financial management, funding sources, and hospital revenue development management are required, as well as a Business Master Plan to serve as a reference for the development of Jayapura Regional Hospital's financial management.

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**Conclusion:** Development of service programs in accordance with the Master Plan for Facilities, Reshuffle of Management to Full BLUD, Accountable, Clean, and Transparent Financial Management, in order to achieve Jayapura Hospital's Vision of becoming a National Referral Hospital in Eastern Indonesia and the South Pacific Region in 2026.

**Keywords:** Internal Factors; Hospital Development.

## **1. Introduction**

According to Article 28H paragraph 1 of the 1945 Constitution, everyone has the right to physical and spiritual prosperity, a place to live, a good and healthy environment, and the right to health services. Furthermore, it is stated in article 34 that the state is responsible for the poor and neglected children, develops a social security system, and empowers the weak and incapable in accordance with human dignity, as well as being responsible for the provision of health care facilities and proper public service facilities [1].

In order to carry out the law's mandate for the welfare of the community, the government must be efficient, effective, transparent, accountable, orderly, fair, proper, and obedient to the laws and regulations, as stated in article 23, Law No. 32 of 2004. The government (central or regional) must conduct an in-depth analysis process, such as when developing a ward at a Regional General Hospital. It must first be determined how much of a need exists and how much economic and social benefits are generated. So that the government can account to the people for the use of the budget derived from people's taxes [2].

The presence of the era of globalization and liberalization, as well as new government policies that provide opportunities for foreign and domestic investors to establish hospitals, has resulted in the establishment of new hospitals everywhere [3], including in the Jayapura city area of Papua province. Of course, this will have an impact on the Jayapura regional general hospital because competitors will increase, reducing the number of patients at the regional general hospital, both outpatients and inpatients, sooner or later.

Public health is one of the most important assets in the context of the nation's growth and life. An integrated and comprehensive health effort is carried out in the form of public health efforts to achieve the highest level of health for the community. Improving environmental conditions or health is one way to improve health status. Health is one of the elements of human rights that every country must realize. (Human Rights Declaration, 1948) [4].

In today's increasingly stringent service development activities, hospitals are required to be able to develop services so that they can develop continuously, so that hospitals can provide more maximum services and obtain large profits, ensuring the hospital's survival [5]. The development of services is inextricably linked to the development of hospitals. There are numerous factors that can aid in the development process. In general, these factors are classified as internal factors or external factors. Internal factors are those that originate or originate within a person, such as hospital administration, performance, and medical and administrative services. The hospital must own and carry out the fulfillment of these kinds of internal factors in the development of the services it provides in order to grow [6].

External factors include the development of better service buildings, treatment facilities, bringing in modern supporting examination tools, and paying attention to the emergence of private hospitals. Analyzing and paying attention to the outside environment will also influence the developments made to ensure that the hospital continues to develop and survive. Knowing this, the hospital must obtain information about what actually occurred, which will be obtained from existing data [7].

So far, it has only been physically developed in relation to the data in the hospital. Government hospitals, as users of government funds, must be able to prepare a development plan based on a needs assessment and in-depth investment analysis in order to become a formidable advocacy tool in order to complete the proposed project. Proper health planning and budgeting require the ability to advocate, lobby, and negotiate with local governments and legislatures [8].

To achieve the aforementioned goals, Regional General Hospitals must immediately improve their negotiating skills in order to implement work plans and service development plans. The first step in budget negotiations is to present a realistic figure based on an appropriate plan or the findings of a feasibility study. According to Ekel (2014), hospital development necessitates a feasibility study, which can be simple or complex depending on the cost capability. In general, the feasibility study will look into the following areas: legal, socioeconomic, and cultural aspects, market and marketing aspects, technical and technological aspects, management aspects, and financial aspects [9].

The Regional General Hospital is the only government-owned referral hospital in Papua Province that will be designated as a South Pacific Region National Referral Hospital. RSUD Jayapura has made significant progress in the last decade in terms of the development of facilities and infrastructure to support services, human resources, and the outcomes of its performance. The Jayapura Regional Hospital currently has 12 inpatient rooms, 11 outpatient rooms, and supporting examination rooms for laboratories, radiology, and CT scans, which have increased over the last two years.

The room utilization rate, the bed above, is still insufficient due to the increasing number of patient visits at the Jayapura Hospital, so there is a need to develop a more adequate inpatient building, administrative service management is still constrained when patients continue to increase. The increasing population growth rate, combined with the mobilization of residents from other cities to Jayapura City because the Papua Province is domiciled in Jayapura City, is one of the factors influencing it.

Aside from that, the city of Jayapura's location is very strategic, connecting other districts, making Jayapura a transit and trade center that is rapidly growing after the creation of economic growth. To address the aforementioned challenges and opportunities, the hospital administration intends to develop services to provide satisfactory and affordable health care to all levels of society in the province of Papua, particularly in the city of Jayapura.

Hospitals are an essential component of the legalized health-care system. The development of services to become a National Referral Hospital in the South Pacific Region cannot be separated from various factors that

support hospital development, such as human resources, infrastructure, and adequate sources of funding that are managed in an accountable, transparent, and honest manner that contributes both to the future development of health service programs in Papua.

Based on the foregoing, the research problem is formulated as follows: "How is the Internal Factor Analysis of the Jayapura Regional General Hospital Service Development Program?"

## **2. Methods**

This study is a qualitative case study for a hospital development program that uses a quantitative approach. Using secondary data from the previous three years to see Trend Analysis, namely the strategy used in making future predictions based on historical data [10], and analyzing internal Jayapura Regional Hospital service development program factors.

This study was carried out at the Jayapura Regional General Hospital, where the data for the study was collected. The research was carried out in December 2021.

Data collection instruments and techniques are used in stages, with both qualitative and quantitative data collected by:

1. Interviews with various stakeholders at Jayapura Hospital to determine readiness for hospital development;
2. Analyzing the overall development strategy while at Jayapura Hospital;
3. The required secondary data was obtained from internal Jayapura Hospital data.

Internal data collection includes data on hospital service indicators obtained from annual reports or other supporting reports in the medical record section and other related sections for the last four years, from 2018 to 2020. In addition, the pattern of patient visits in hospitals, whether inpatients, outpatient polyclinics, or the emergency department, is being studied.

HR data from the Personnel Section was used to assess HR adequacy. Furthermore, financial data is obtained from the Hospital Finance Department, specifically data on hospital income and expenses, followed by the applicable hospital rates and the type of payment from the patient (cash or guarantee). This information is required as a reference point for calculating the financial projections required for the feasibility analysis. External Data: City Health Office data, specifically the Jayapura City health profile from 2018 to 2020, to see data on morbidity, health care facilities, and bed supply from all puskesmas in the Jayapura City area. Data analysis is performed. Following the collection of data from interviews and document studies, the next step is to process the data in order to select the data extracted from the informants. Following the collection of data from the field, the data must be processed. The following data processing techniques: Editing: Editing is a data processing technique that involves re-examining previously obtained data to ensure its validity and suitability for further processing. The author's editing stage in this study presents the results of interviews and observations of the Analysis of the Service Development Program for the Jayapura Regional General Hospital.

Interpretation: Interpretation is an effort to gain a deeper and broader understanding of the research findings. The analysis of the service development program for the Jayapura Regional General Hospital is carried out by critically reviewing the research results with relevant theories and accurate information obtained in the field regarding the bureaucratic structure, resources, disposition, and communication.

Data Triangulation: Researchers used source (data) triangulation techniques as well as method triangulation to test the validity of data related to the researcher's research problem, which was the Analysis of the Jayapura Regional General Hospital Service Development Program.

### **3. Results**

#### ***3.1. Overview of Research Sites***

RSUD Jayapura is an organizational unit of the Jayapura City Government and Papua Province which is headed by dr. Anton Tony Mote as Director. Mainly accredited Government-owned Type B Hospital, National Referral Hospital, Teaching Hospital, not yet accredited, and Regional Public Service Agency which has the main task of carrying out health efforts in an empowered and effective manner by prioritizing healing efforts, recovery carried out in an integrated harmony with efforts to improve and enforce diagnoses and carry out referral efforts in accordance with the hospital's vision of "The Realization of a National Referral Hospital in Eastern Indonesia with the Most Complete, Best, Reliable, Quality and Proud Health Service."

Jayapura Regional General Hospital was established in 1956 by the Dutch East Indies Government on a land area of 361,262 m<sup>2</sup>, building area of 10,144 m<sup>2</sup>, the number of buildings is 25 rooms, 1 mortuary, 2 educational dormitories, 2 employee dormitories, 2 guesthouses, 1 barracks and 15 employee houses.

Founded above a height of 20-70 meters above sea level, it was inaugurated by the 3rd Governor of the Netherlands Nieuw Guinea Pieter J.P Plateel. At that time, Jayapura Hospital was led by the Director, dr. George Jacob de Fricke, Orthopedic Surgeon and the Most Modern Hospital in the South Pacific. With a capacity of 100 beds, and as the first Director, dr. Fricke (1959-1963), RSUD Jayapura, whose current address is at Jl. Health No. 01 Doc II Jayapura. This hospital, which is owned by the Government of the Republic of Indonesia until 2022, always makes changes to infrastructure facilities and infrastructure, and Human Resources in order to achieve service goals as a National Referral Center Hospital in Eastern Indonesia in 2025.

Prior to the implementation of OTSUS in Papua, the Jayapura Regional Hospital served as the Center for Health Services in the Province of Irian Jaya and the Education of Inpres/PTT doctors before they went to the regions from 1964 to 2000. Following the implementation of OTSUS in 2001, RSUD Jayapura became a service center focused on providing OAP services. Uncen, as an Education Center for the Faculty of Medicine, made numerous breakthroughs in order to keep the title of Referral Hospital & BLUD.

Until 2020, the Jayapura Regional General Hospital underwent numerous changes in terms of Medical Services and Infrastructure Development, including the construction of an Outpatient Service Room and an Inpatient Service Room. Jayapura Hospital will provide a wide range of services in 2020 in order to meet the targeted service quality. Jayapura Regional Hospital now has 17 excellent services, 25 specialist and sub-specialist

services, and 23 service facilities/facilities available as a result of efforts to achieve quality services. KPS (Healthy Papuan Cards) Services for Indigenous Papuans, and BPJS (Social and Private Security Administering Bodies) provide services based on payment method. Jayapura Hospital also serves Outpatient Installation Services, where there are 21 Clinic Clinic Service rooms that operate every working day. Other facilities available are 17 Inpatient Rooms. With 1 VIP Room with 12 beds, Class 1 Room with 18 beds, Men's Surgery Room with 26 beds, Women's Surgery Room with 24 Beds. Men's Internal Medicine Room with 26 Beds, Women's Internal Medicine Room with 25 Beds, Pulmonary Disease Room with 26 Beds, Perinatology Room with 37 Beds, ICU/ICCU Room with 7 Beds, 8 Bed Obstetrics Delivery Room , 20 Bed Gynecology Maternity Room, 24 Bed Combined Maternity Room, 42 Bed Childhood Disease Room, 18 Bed Men's Orthopedic Room and 17 Bed Women's Orthopedic Room.

The best quality service is expected to be achieved in 2023-2026, and make Jayapura Hospital a National Referral Hospital in the East Indonesia Region and the Most Modern Hospital in the South Pacific Region.

**3.2. Characteristics of Informants**

**Table 1:** Characteristic of Informants by Main Position and Function.

No	Main Position	Sex	Age (year)
1.	Director of Jayapura Hospital	Male	43
2.	Deputy Director of Human Resources Training Education	Male	33
3.	Deputy Director of Medical and Nursing Services	Male	39
4.	Deputy Director General and Finance	Female	55
5.	Head of Medical Services	Female	52
6.	Head of Sub Division of Nursing	Male	51
7.	Head of Sub Division of Medical Records	Female	54
8.	Head of HR Sub Division	Male	49
9.	Head of Education and Training Sub-Section	Female	50
10.	Head of Research and Development Sub Division	Female	52
11.	Head of Sub Division of Finance and Accounting	Female	45
12.	Head of General Sub-Section	Male	50
13.	Head of Planning and Marketing Sub-Section	Female	48

Based on the table above, it can be seen that there are 4 internal informants and 9 external informants as the Head of the Service Sub Division at Jayapura Hospital.

**3.3. Research Result**

Achieving satisfactory service quality for patients, improving adequate health service facilities and infrastructure, more attention and care for patients, service time, and types of services received are all important aspects of the hospital development program. Improving the quality of health services refers to the level of perfection of health services in creating a sense of satisfaction and confidence in each patient for the health services provided by the health service provider, in this case Jayapura Hospital as the primary task force holder. The higher the level of satisfaction, the higher the value placed on the quality of health-care services. Although the concept of quality in relation to this satisfaction is widely accepted, its application is not as simple as one might think.

Depending on their background, each person may have a different level of satisfaction with the same quality of health care. In this case, the quality of health services is acknowledged through the accreditation process, the outputs of which are descriptions of the level of service quality. Because the Jayapura Regional Hospital's goal is to become a National Referral Hospital with the condition of achieving plenary accreditation, complete service quality standards are required.

### **3.3.1. Overview of Human Resource Service Performance at Jayapura Hospital**

The realization of a National Referral Hospital in Eastern Indonesia with the Most Complete, Best, Reliable, Quality and Proud Health Services:

*"A proper analysis of the Jayapura Regional Hospital's problems is required through quality and integrated health service efforts. Problems with health human resources in Indonesia, such as availability, accessibility, acceptability, quality, and distribution, must still be addressed. Inadequate and optimal health human resources reduce the quality of health care." (Informant No. 2)*

*"In terms of hospital governance, we have a hospital organizational structure that is improving and being updated in order to achieve the hospital's main goal of becoming a national referral hospital, which means that all parts are already in place and complete. Also, even though the Jayapura Regional Hospital runs a BULD service, hopes to renew the old PERGUB regarding health insurance financing must be reviewed and given serious consideration by the Provincial Government. Then the Hospital Management Information System began to run, despite the fact that it is still in the Front Office and Back Office. The PPI staff, specifically IPCN, has also performed admirably, commitment to maintaining high quality." (Informant No. 1)*

*"We think that the HR standards as a Class B Education Hospital and Research Center have almost been met with the availability of several adequate specialist services and facilities that are currently being developed and that is our strength". (Informants No. 1 and No. 2)*

*"HR has become a fairly complete resource from all professions and while it is being nurtured and equipped with its shortcomings. In addition, we also have superior services that other hospitals do not have. The plan to add 8 services in the Operating Room with MOT-based buildings and operating rooms can also help for elective surgery. Our Medical Equipment is quite adequate. We, as a teaching hospital, have been running in a system that has been developed so far." (Informants No. 2, No. 5, No. 6, No. 8 and No. 13)*

*"The target of achieving the hospital service development program is very dependent on various aspects, both aspects of administrative services, medical personnel, service facilities and supporting personnel as well as the physical condition of the environment which has a significant effect on the development of hospital services. The achievement target is expected to be realized in 2026." (Informants No. 1 and No. 13)*

*"By planning the development of several integrated service development installations based on high technology, a large budget is needed and efforts are being made to be completed as soon as possible in accordance with the Tasks, Directions, and Objectives of the Jayapura Hospital, which are: The implementation of health services*

*with plenary standards, the realization of Implementation of education, training and research with professional human resources standards, creation of accessible health services that are easily affordable, implementation of efficient, effective and accountable technology administrative services, implementation of social health services with the spirit of increasing local revenue, implementation of Medical Tourism Hospital in South Pacific Region.” (Informant No. 1)*

*“Human Resources owned by Jayapura Hospital amounted to 1073 people in 2022, consisting of: Other Health Service Personnel: 128 personnel, Nurses: 526 personnel, Medical personnel: 54 Specialist ASN Doctors, 4 ASN dentists. , 21 staff ASN general practitioners, Contract Medical HR: 7 staff contract specialist doctors and 32 contract general practitioners.” Informant No. 2)*

### **3.3.2. General description of infrastructure services at Jayapura Hospital**

*“Jayapura Hospital until 2021-2022 always carries out development efforts both physically and management. Until 2022 there are 17 medical services operated at the Jayapura Hospital, including: Types of Cardiac Services (Catheterization), Internal Medicine (Hemodialysis), General Surgery/Digestive Surgery (Laparoscopy), Neurosurgery (Craniotomy, VP Shunt), Surgery Urology (ESWL, PCNL, Surgical Oncology (Chemotherapy), Medical Rehabilitation (Development Rehabilitation), Radiology (MRI, CT-Scan), Anesthesia (Intervention Management Paint), Gimul (Cleft Center), Pediatrics (Neonatology and Child Development) , Obgyn (4D Ultrasound, Prematernal Screening, Colposcopy), ENT (Hearing Center Endoscopy), Eyes (Eye ultrasound and OCT, Skin and Venereology (Laser Surgery), Clinical Pathology: PCR Laboratory and Blood Bank, Convalescent Plasma Therapy) and National Program (HIV-Aids, PONEK and TB).’ (Informants No. 1, No. 4, No. 11 and No. 13)*

*“Based on the latest data, the Papua Provincial Government, the Regional Public Service Agency of the Jayapura Regional Hospital, we can know that the pattern of patient visits in hospitals, both inpatients, outpatient polyclinics and emergency rooms where the results obtained are: Outpatient, Inpatient and Emergency Patient Visit Patterns During 2017-2019, there were 222,047 patients. The pattern of visits for hospitalized patients is 46,519 patients and the pattern of visits for patients in the emergency department is 85,356 patients.” (Informant No. 7)*

### **3.3.3. Overview of funds regarding service development at the Jayapura Hospital**

*“We think that one of the most important aspects of hospital administration is financial management, because all hospital services/operations will lead to the financial aspect, which is one of the benchmarks for assessing hospital performance. Health workers who work in hospitals have been equipped with medical and health sciences in their education. But to manage a hospital, medical and health sciences are not enough. Because all the activities carried out will have a financial impact on patients and other stakeholders.” (Informant No. 4)*

*“Understanding of financial management is very important for hospital management to understand. For the last 3 years after the status of the Jayapura Regional Hospital became a BLUD and it is hoped that in the future it will be able to operate as a full BLUD. The development of health service infrastructure is important in*



*achieving the goal of becoming a National Referral Hospital in the Eastern Region of Indonesia and the South Pacific in 2026.” (Informants No. 1, No. 4, and No. 13)*

*“Several sources of funds received and managed by the Jayapura Regional Hospital in the Planning of the Health Service Development Program are as follows: Development of Services and Funding Sources for Jayapura Hospital, namely Facilities and Infrastructure which have been carried out by the Provincial Government. These include Phase 1 of 2019: Preparation of a Master Plan (Source of funds: APBD), Phase 2 of 2020: Development of Integrated Service Facilities (Source of funds: APBD) and Phase 3 of 2021: Construction of Inpatient Facilities (Source of funds: APBD) and Facilities and infrastructure that have been carried out by the Ministry of Health. Phase 1 in 2019, Phase 2 in 2020 and Phase 3 in 2021.” (Informants No. 1, No. 4, and No. 11)*

### **3.3.4. General description of services and service development plans at Jayapura Hospital**

Jayapura Hospital is a BLUD that runs operations independently since there is no funding provided by the Provincial Government. Planning for improving the health service program, improving the quality of human resources, improving facilities and infrastructure such as (adding an Integrated Service Building, adding alternative roads to hospitals, planning for the opening of a specialist doctor education program at the Faculty of Medicine, University of Cenderawasih, is now a serious concern for sustainable service development, both from the field of Human Resources Development, Medical and Financial Services and their staff.

*“A comprehensive management reform by adding energetic staff with ASN status is something that is being sought to get serious attention from the Government.” (Informant No. 1)*

*“In addition to the status of health workers who become ASN, it is a savings that helps reduce hospital expenses. The ability of competent health workers is a factor that becomes an important tool in improving the hospital service development program, where in recent years Jayapura Regional Hospital has experienced very good development. From 1956 to 2022, it has been 66 years that Jayapura Regional Hospital was built and operated as the main hospital for health services in Papua. A comprehensively updated Good Health Management is needed in the planning of the South Pacific Referral and National Referral Health service development program planning for 2026.” (Informant No. 1)*

*“The addition of a complete diagnostic support service facility, which is planned to be completed in 2026, requires a large amount of money which will be proposed in the PERGUB Bill which proposes that Jayapura Hospital become a full BLUD and also the renewal of old regulations regarding payment of health insurance, which until now have been a major obstacle faced by the Jayapura Regional Hospital during its 66 years of operation serving the community in Bumi Cenderawasih Papua.” (Informant No. 3)*

Based on the results of interviews with Informant 1 and Informant 3 and Informant 13 above, it can be concluded that the target attainment of the hospital service development program is very dependent on various aspects, both aspects of administrative services, medical personnel, service facilities and supporting staff and the physical condition of the environment has a significant effect. to the development of hospital services. The

achievement targets are expected to be realized in 2023-2026 in accordance with the Infrastructure Master plan.

The thing that is an internal factor that affects the development of service programs is that there are still many service workers who are contract workers, this becomes an obstacle in paying work wages. If the number of contract workers increases, the hospital expenditure will also increase. If it is used as a service development cost, the achievement target will be achieved faster. The hope from the RSUD, the Papua Provincial Government can pay attention to this matter.

The formation of the Governor's Regulation to ratify the Jayapura Hospital to become a full BULD is something to be achieved, in order to improve the quality of service by paying health insurance on target and according to the economic level of the community using health services.

By planning the development of several integrated service development installations, large budgets and costs are needed, so that internal problems need to be considered, the design stages of developing a complete and competent service program are being worked out so that they can be completed as soon as possible in accordance with the Tasks, Directions, and Objectives of the Jayapura Hospital. which are vigorously pursued, which are: 1. Implementation of health services with plenary standards, 2. The realization of the implementation of education, training and research with professional HR standards, 3. The creation of accessible health services that are easily accessible, 4. Implementation of efficient, effective and accountable technological administration services, 5. The implementation of social health services in the spirit of increasing local revenue, 6. Implementation of Medical Tourism Hospital in the South Pacific Region.

The stages of development planning have been summarized in the Spatial Infrastructure Master Plan for hospital construction. The target of achieving as a National Health Service Referral Center in Eastern Indonesia is the hope that the community as a whole wants. Human resource development by making a Master plan draft which is temporarily sub-divided together with the Business Master plan for the financial management of the Jayapura Hospital is something that is currently being worked out to become a reference for financing and spending for the Jayapura Regional Hospital.

#### **4. Discussion**

Based on the results of the research above, the internal problems of the service development program of the Jayapura Hospital are as follows: In informant1 discussed about development plans both those that have been carried out and those that are currently being planned, standardization in particular in Hospital Governance, Administrative Services and Infrastructure, HR, Development Master plan, Management of Medical Record Information, Patient Assessment, Patient Care Services , Plans for the construction of alternative roads leading to the Hospital and continuity of service at the Hospital, as well as Infection Prevention and Control Efforts and future development plans and National Programs which were discussed in depth in interviews with informants and all that was conveyed in the interviews were the basic things that influenced the hospital service development program.

Furthermore, in informant 2, the things that were studied were the Targets of Education, Integration of

Education into Health services, training of health workers and HR personnel both from administration to medical and paramedical personnel, Furthermore, in Informant 3 the things discussed were on the issue of Patient Rights and Obligations, medical and nursing services, training and R&D fields. Furthermore, in informant 4, the thing that stands out is the Financial Management which must be addressed thoroughly, so that it is more transparent and responsible in the management, Facilities and Safety, Staff Competence and Authority, as well as Communication and Education Management. Furthermore, in informant 5, it tends to be more specific to Hospital Governance and also the competence and authority of medical service staff.

Furthermore, informants 5, 6, and 7 are external parties in the coaching and supervision function that oversees the TUPOKSI of the Deputy Director of Education, Training and HR Services who are also an extension of the owner for intensive efforts to encourage the development of the Jayapura Hospital service program towards the vision and mission to be achieved in the vision and mission of the leaders in the Papua Provincial Government.

Furthermore, informants 8, 9 and 10 are external parties in the coaching and supervision function that oversees the TUPOKSI of the Deputy Director of Medical and Nursing Services who is also an extension of the Director who is responsible for medical services, nurses and patient medical record services.

Furthermore, informants 11, 12 and 13 act as External Parties in the coaching and supervision function which oversees the TUPOKSI of the Deputy Director of General Affairs and Finance who is also an extension of the Director who is responsible for public and financial services as well as marketing planning and management.

In Informant 1, the analysis of the internal factors of the Jayapura Regional Hospital service development program that was conveyed was related to the organizational structure of the Jayapura Regional General Hospital which was close to good in the sense that all parts were there and were complete, but the building facilities and infrastructure were not yet fully adequate to complete the functions of the existing medical service human resources. Both outpatient administration building, inpatient building and several buildings for diagnostic support facilities (Oncology Center and Chemoradiation Building) and educational support facilities. Competent administrative management with the application of advanced technology functions in the patient registration process, as well as the addition of medical personnel with ASN status to reduce expenses at the Jayapura Hospital were discussed in depth in the interviews with informants and everything that was conveyed in the interviews were the basic things that influenced the hospital service development program. "Hospital Good Governance" states that there are 5 (five) key elements of good governance in hospitals, namely: 1) Accountability; 2) Fairness and Ethics; 3) Safety; 4) Transparency, and (5) Independence.

#### ***4.1. Overview of Infrastructure Facilities for Service Development at Jayapura Hospital***

In maximizing health services in order to achieve the Vision of the Jayapura Hospital in 2026, until 2021-2022 always make development efforts both physically and management. Until 2022 there are 17 medical services operated at the Jayapura Hospital, including:

a. Kind of service: 1. Heart (Catheterization), 2. Internal Medicine (Hemodialysis), 3. General Surgery / Digestive Surgery (Laparoscopy), 4. Neurosurgery (Craniotomy, VP Shunt), 5. Urological Surgery (ESWL,

PCNL), 6. Surgical Oncology (Chemotherapy), 7. Medical Rehabilitation (Growth Rehabilitation), 8. Radiology (MRI, CT-Scan), 9. Anesthesia (Intervention Management Pain), 10. Gimul (Cleft Center), 11. Pediatrics (Neonatology and Child Development), 12. Obgyn (4D ultrasound, Prematernal Screening, Colposcopy), 13. ENT (Hearing Center Endoscopy), 14. Eyes (Eye ultrasound and OCT), 15. Skin and Sex (Laser Surgery), 16. Clinical Pathology: PCR Laboratory and Blood Bank, Convalescent Plasma Therapy), and 17. National Programs (HIV-Aids, PONEK and TB);

b. Health Service Challenge: 1. Medical Services: 1). Limited physical buildings & supporting facilities for medical services according to standards, 2). Not yet accredited as a teaching hospital, and 3). The Hospital has not been optimized as a BLUD; 2. Education, Training & Research: 1). The limited number of medical professionals and paramedics and other supports, 2). The Jayapura Regional Hospital is not yet optimal as a medical education center, 3). The high interest of OAP students to become specialist doctors, 4). There is no specialist doctor study program, 5). Health workers' competencies need to be standardized, and 6). There is no sister hospital, especially the Education Hospital; 3. Health Insurance: 1). Not all OAP have national Health Insurance, and 2). Referrals between Provinces / Regencies are not optimal; 4. The Ministry of Health's Excellent Service Program: 1). Integrated cardiac services are not running optimally due to inadequate infrastructure and human resources, and 2). Radio Therapy services have not run optimally due to the unavailability of infrastructure; 5. Government Support for Health Services.

In addition to quality and integrated Management, Government support is also needed in this regard: 1. Establishment of Specialist Medical Study Program: Prepare Jayapura Hospital as a medical specialization education center for OAP students; 2. National Education & Referral Hospital: Assistance for Jayapura Regional Hospital to be accredited as a teaching hospital to become a center for medical education, nursing, midwives, pharmacy and other health workers at all levels, as well as becoming a referral center in Eastern Indonesia and the South Pacific region; 3. Health Insurance: Ensure that all OAP who seek treatment at the Jayapura Hospital have National Health Insurance; 4. BLUD Governance and Organization: Assistance for Jayapura Regional Hospital to transform as the best service provider while still holding the basic principles of public service bodies; 5. Standardized Physical Buildings & Medical Facilities: Financial support for international standard physical buildings and medical facilities.

It can be seen that based on the latest data, the Papua Provincial Government, the Regional Public Service Agency of the Jayapura Regional Hospital, we can know that, the pattern of patient visits in hospitals, both inpatients, outpatient polyclinics and emergency rooms, the results obtained are:

1. Pattern of Outpatient Visits During 2017-2019: a. In 2017, Total Outpatient Visits for the January-December 2017 period, totaling 92,740 patients. The total number of patients according to the method of payment, for KPS is 36,124 patients, BPJS 48,415 patients, Private 8,137 patients and free of charge 64 patients; b. In 2018, Total Outpatient Visits for the January-December 2018 period, totaling 61,137 patients. The total number of patients according to the method of payment, for KPS is 20,633 patients, BPJS 36,161 patients, private is 4,278 patients and 15 patients are free to pay; c. In 2019, Total Outpatient Visits for the January-December 2019 period, totaling 68,170 patients. The total number of patients according to the method of payment, for KPS is 33,392

patients, BPJS is 30,975 patients, private is 3,761 patients and free of charge is 42 patients.

2. Visiting Patterns of Ranap Patients: a. In 2017, Total Inpatient Visits for the Period of January-December 2017, totaling 17, 458 patients. The total number of patients according to the method of payment is 7,701 patients for KPS, 7,150 BPJS patients, 2,030 private patients, 10 patients free to pay and 0 patient care services; b. In 2018, Total Outpatient Visits for the January-December 2018 period, totaling 14,772 patients. The total number of patients according to the method of payment, for KPS amounted to 6,789 patients, BPJS 7,180 patients, Private 0 patients and Free Pay 0 patients, c. In 2019, Total Outpatient Visits for the January-December 2019 period, totaling 14,289 patients.

3. IGD Patient Visit Pattern: a. In 2017, Total Emergency Patient Visits for the January-December 2017 period, totaling 27,459 patients. The total number of patients according to the method of payment, for KPS is 15,786 patients, BPJS 26,099 patients, Private 2, 455 patients, free of charge 0 patients and welfare services 0 patients; b. In 2018, Total Emergency Room Visits for the January-December 2018 period, totaling 33,837 patients. The total number of patients according to the method of payment, for KPS is 26,099 patients, BPJS 7,774 patients, private is 0 patients and free is 0 patients, and c. In 2019, Total Emergency Patient Visits for the January-December 2019 period, totaling 24,060 patients.

#### ***4.2. Overview of Funds on Service Development at Jayapura Hospital***

One of the most important aspects in hospital administration management is financial management, because all hospital services/operations will lead to the financial aspect which is one of the benchmarks for assessing hospital performance. Health workers who work in hospitals have been equipped with medical and health sciences in their education. But managing a medical and health science hospital is not enough. Because all activities carried out will have a financial impact on patients and other stakeholders [11].

An understanding of financial management is very important for hospital management to understand. During the last 1 year after the status of Jayapura Hospital became a BLUD. The development of health service infrastructure is important in achieving the goal of becoming a National Referral Hospital in Eastern Indonesia.

The hospital stakeholder must be more than one person so that all financial decisions taken must be able to satisfy all of them so that supportive normative criteria must be made. A financial transaction is recorded based on a certain convention commonly called accounting principles, the information of which can be used for making financial decisions, so managers must understand well the financial management of hospitals.

This information is indispensable in financial decisions, budgetary control and tariff setting. So that cost analysis is one of the points that must be known by hospital leaders in the context of service efficiency and effectiveness. The main objectives of this cost analysis are basically: A basic concept that must be understood well regarding financial management and financial management, the efforts made by the cooperative manager of the Jayapura Hospital for micro business actors around the Jayapura Hospital environment also have a good impact for current hospital funding.

In Informant 1, it was found that, currently the funding source of the Jayapura Hospital has undergone a large number of changes, where when the regional budget cut was distributed to the hospital, the RSUD experienced a very big obstacle. The dismissal of several contract workers was carried out as an effort to save the hospital budget. The savings in the use of medical equipment as necessary is also a concern for the Jayapura Hospital to avoid waste.

#### ***4.3. Overview of Services and Service Development Plans at Jayapura Hospital***

In the Planning of the Health Service Development Program, the management of health human resources is also expected to be a solution to improve the quality or quality of health services in Indonesia, especially the provinces of Papua and West Papua. Efforts can be made in the form of procurement and planning of human resources, human resource development, maintenance, and optimal utilization of human resources to be effective and efficient so as not to cause waste of resources.

In the last few years, the management of the Jayapura Regional Hospital has also terminated the contract workers in order to reduce the expenditure on the Jayapura Regional Hospital's budget. After funding by the government through OTSUS funds which will soon be dismissed, the source of hospital funds only comes from hospital management.

One of the service targets to be achieved is the addition of a cancer therapy unit with radiotherapy/radiation therapy methods for tumor patients is also a planning thing to be achieved by Jayapura Hospital in recent years. An increase in operational personnel regarding nuclear radiotherapy is still very much needed. Adequate therapeutic modalities will be a determining factor in increasing patient satisfaction and expectations in order to achieve superior and fastest health services such as other hospitals in the western part of Indonesia.

The results of interviews with the Director of Medical Services at the Jayapura Hospital and Yanmed RSUD Jayapura, it was found that planning for the development of health services in the future is something that is very intensively carried out by the hospital management. Until 2021, several types of health services, such as surgical specialist services, have been increasingly addressed with the addition of surgical specialists to complete the comprehensive surgical therapy service program. Addition of operating room based on MOT (Modular Operating Theater). Addition of operating room based on MOT Also done to improve elective surgical therapy services, balance between health workers and facilities is closely related to the problem of hospital service development program.

In Informant 1, it was found that one of the development plans that will be carried out is the handling of the Terminal Cancer Stadium with a Radiotherapy System, which is planned to be completed according to the Master Plain target. The preparation of tools and human resources that are currently being prepared and the preparation of the Oncology Center facility which consists of (Chemotherapy Room, Radiotherapy and Central Cancer Services) is an effort to solve the problem of building infrastructure which is an internal matter for the hospital development program.

Plans to add 8 MOT-based operating rooms for surgical services for the community, and plans to add 5 floors to

the Central Surgical Installation which will be launched in 2023. Construction of an integrated heart building, with the addition of 3 types of services such as cardiac health services, interventional cardiac services and cardiac surgery. The addition of the construction of the operating room for heart and blood vessel surgery is the target of the Jayapura Hospital in 2023, it is planned to be completed to prepare the Jayapura Hospital, the National Referral Hospital in the Eastern Indonesia Region and the Health Service Center in the Pacific Region. Construction of a National Referral Service Center, in Indonesia There are 16 National Referral Hospitals, Jayapura Hospital was proclaimed to be a Referral Hospital to oversee the services of 5 provinces. The plan to become a Referral Hospital has been launched since 2014, but due to conflicting problems with limited funds so that until 2021 it is only an effort to be achieved and sustainable until 2026, it is planned to be completed according to the Master plan.

Progress is quite rapid and contributes well to overall health services. Matters relating to the progress of health services in the land of Papua must be carried out immediately and must be carried out as soon as possible, for the welfare and health of the people in the land of Papua. History proves that formerly the Jayapura Hospital was one of the most modern hospitals in the South Pacific Region while under the Dutch East Indies Government, then this glory had to be achieved again in recent years and has experienced a lot of progress and changes towards the development goals to be achieved.

With a complete improvement starting from the physical building, service facilities, training of human resources that drive services ranging from medical personnel according to the needs of the Master Plan, fulfillment of competent nursing ASN personnel, health analysts, pharmacy and other supporting installations such as Administration and Bureaucracy and other supporting devices, hope related to the service development program of the Jayapura Regional Hospital into a National Referral Hospital in 2023 can be immediately achieved and enjoyed by the entire community. As well as being a treatment center for terminal stage Cancer which is a health problem with a very large cost for the healing process.

The problem of cancer is a problem that is often encountered in Papua with late treatment and causing high rates of patient morbidity and mortality. This should be considered in depth in the future with the addition of buildings and human resources who are temporarily prepared and sent to school to complete the plan.

One of the things that is also a concern for hospital management is as an Education Hospital, Jayapura Regional Hospital often experiences problems that clash with the development party. Problems with funding for education development, supporting infrastructure, student financing problems, and the provision of educational support facilities such as boarding rooms, halls and meeting rooms in each inpatient room is a matter that is temporarily addressed properly in order to achieve the Vision and Mission of the Jayapura Hospital.

One of the obstacles that become a problem for hospitals is the excessive use of medical equipment by practical students. The saving effort was carried out because it was related to the reshuffle of the Jayapura Regional Hospital's financial management, which from previously sourced from the government, has now turned to Jayapura Hospital itself as a BLUD and several parties who are funding sources for Jayapura Regional Hospital. The purpose of this achievement target is related to the geographical location of Papua Province as a the face of

the Republic of Indonesia and the neighboring country of Papua New Guinea, so that integrated specialist services do not have to be obtained at other hospitals outside the Papua area, Jayapura Regional Hospital must be able to provide integrated services with high human resource standards, modern and adequate facilities, this is a matter which is very encouraging of course for the indigenous people of Papua. So that there is a comprehensive management update and the target of Jayapura Hospital to become a full BLUD, so that the independence of the Hospital in developing services is not bound by the old rules that apply, and it is hoped that in the future Jayapura Hospital can return to success as in previous years, which became the most modern hospital and also as a center. Referrals in the South Pacific Region are in accordance with the Vision of the Jayapura Hospital.

In Informant 1, it was found that, with the targets to be achieved and the expectations of the community, cooperation from various parties, both medical personnel, administration and other health service supporting devices, is needed to make improvements to the service management of the Jayapura Hospital. Attention to the Central Government, Ministry of Health, Ministry of Education, Ministry of PUPR, Ministry of Home Affairs and Provincial Health Office.

In Informant 2, it was found that, patient trust in the quality of service and good expectations, is also very closely related to the progress of the hospital service development program, both the quality of human resources, building physical and hospital administrative staff. Patients' perceptions of health services appear to have been neglected by health care providers in developing countries. That such perceptions, especially about service quality, can shape self-confidence and subsequent behavior with respect to the choice and use of existing health care facilities is reflected in the fact that many patients avoid the system or use it only as a last resort and impact on the development of health services. In Informant 3, it was found that, Improvement of service facilities, human resources and administrative services and poor data management is also very necessary but is still an obstacle faced by the Jayapura Hospital. So that this obstacle is the reason for the delay in the development of health services, so that it requires more attention from the government in order to achieve the goal of establishing a hospital as a center for health services. It was also found that, the implementation of the Hospital Management Information System (SIMRS) is an integrated information system that has also been prepared to handle the entire hospital management process and this needs to be considered in its operation within the scope of the Jayapura Hospital, so that it can run well in order to achieve the goals. and vision and mission of RSUD Jayapura. The performance of SIMRS is starting from diagnostic and action services for patients, medical records, pharmacies, pharmacy warehouses, billing, personnel databases, employee payroll, accounting processes, to control by trained and competent management for the advancement of a complete and integrated hospital data service system. .

#### ***4.4. Analysis of the Factors of the Jayapura Regional General Hospital Service Development Program***

The organizational structure is good, but the elaboration of several fields is still not going well, it is still lacking in the sections. For HR in echelon 3 and 4 positions, it is not in accordance with their knowledge. In addition, in mastery of the material in their main duties and responsibilities there are still many who are weak, so that it is difficult to translate programs in service. There are also many overlaps that do not match their educational



background, also ASN who have entered retirement are still working in certain fields. Then the employee transfer system is still weak, the number of contract workers who are the financial burden of the Jayapura Hospital. Also in service management, the flow of services has not run optimally and all are waiting for new orders to be carried out. The administration department has not been running well in the management of registration acceptance to patient care. What should be noted is that the performance of human resource services at the Jayapura Hospital is an absolute thing that must be fulfilled and overhauled in accordance with the quality and overall work ability both in terms of medical personnel, nurses and hospital administration with ASN status, development of a registration service system based on Online/high-tech, so that in the future the target of achieving service development programs can be achieved as soon as possible to become a National Referral Hospital in the Eastern Indonesia Region in 2026. At the same time becoming the frontline face of Indonesia in the South Pacific Region as a Referral Hospital in 2026 in accordance with the master plan targets to be achieved. However, in this case the HR Master plan is still in the final stage, it is hoped that it can be used as soon as possible in decision making in achieving the target of the Jayapura Regional Hospital service program in the future. Stages and Financing of the Service Program Development Plan are things that must be considered by the Regional, Provincial, Central Government and Ministry of Health. Several development plans are planned to be completed in phase 1 early 2023 until phase 2 in 2024, among others, as we have discussed above, namely the plan to add 8 MOT rooms "Modular Operatating Theaters, Development of Nuclear Medicine and Radiotherapy Installations, Construction of Infection Inpatient Buildings, Construction of Children's Inpatient Building, Construction of 5-storey Rusunawa for Medical Workers, Procurement of medical equipment, human resource development and building maintenance costs for equipment. Government Acceleration Support in Realizing the Jayapura Hospital to Become a National Referral Hospital: 1. Realizing the 2024 Quick Wins Program, the Design of the Healthy Papuan Flaship Plan for 2022-2041 in accordance with the Jayapura Hospital Master Plan, 2. Physical DAK Budget Support for the Human Resources Education Program and the Cost of Procurement of Medical Devices through the Ministry of Health of the Republic of Indonesia and the Development Program of the Ministry of PUPR. Several programs that are planned to be completed in 2024 include the Planning for the Construction of the 5-story Central Surgery and Diagnostic Center Building, the 4-Story Maternity Inpatient Building, the Construction of the Medical and Neuro-Rehab Rehab Building, the Pulmonary Development Building, the Administration, Education and Business Center Building. , Construction of the Central Panel for Electricity in particular, IPAL, Recycling of Clean and Dirty Water Human Resources Development, Maintenance of medical equipment and building maintenance and health service equipment. This requires a very large cost of around  $\pm$  Rp.1 trillion in 2 stages of service program development, which is something that requires the government's attention. The revision of the PERGUB rules regarding health insurance services, the application of Jayapura Hospital to become a full BULD, the appointment of contract workers to civil servants, the recruitment of agile, energetic and quality and innovative and creative personnel are needed in improving future health service programs. We know that the master plan for the acceleration of Papua's development, the Papua Development Vision 2041 "Healthy, Smart, and Productive Papua to Realize an Independent, Just and Prosperous Papua", this has led to a major overhaul of human resources, services and infrastructure for a "Healthy Papua". The condition of the Papuan people who are healthy both physically and mentally as shown by the awareness and willingness to behave in a healthy life and are supported by access to quality health services.

Overall health development is a fundamental thing that must be achieved. In the last few years since 2018-2021 the management of the RSUD has carried out various kinds of development in various sectors in order to achieve the target of the service program to be achieved until 2026.

The role of the central government in the context of decentralization is to supervise, monitor, and evaluate the implementation of regional autonomy, but this flow of funds has been stopped and a re-evaluation is needed with the status of Jayapura Hospital becoming a BULD at this time. The implementation of the regional autonomy system requires local government officials to be able to manage finances in their area effectively and efficiently. In fact, Law Number 23 of 2014 concerning Regional Government mandates that the purpose of holding regional autonomy is to accelerate the realization of community welfare through service improvement, empowerment, and community participation. Therefore, more attention is needed for the Health Service Center in the Land of Papua. Informants 1, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13 stated that the leadership and management and functional commitment to service quality development and service development program design to achieve the targets planned in the Master Plan, good cooperation needs to be built systematically and connected between various service agencies. This will be very helpful in improving the quality of service at the Hospital and it is hoped that it can achieve the goals and Vision and Mission of the Jayapura Hospital in the future in 2026 as a National Referral Hospital in the Eastern Indonesia Region and the South Pacific Region.

## **5. Conclusion**

Based on the results of the research and discussion that have been described previously, it can be concluded:

1. Performance of Human Resource Services at the Jayapura Hospital which is an absolute thing that must be fulfilled thoroughly both in terms of medical personnel, nurses and hospital administration with ASN status to reduce hospital expenses due to the cost of paying for contract workers;
2. Facilities and Infrastructure At the Jayapura Hospital where since 2019-2021 the Provincial Government through the distribution of APBD funds has renovated facilities and infrastructure, starting from the physical building to diagnostic support tools, in order to achieve the Vision of the Jayapura Hospital in 2026;
3. Funds for Service Development at the Jayapura Regional Hospital are where the allocation of funds so far has been mostly received from the Papua Provincial Government from the APBN and partly from the Ministry of Health. A Business Master Plan is needed which is being pursued immediately after going through scientific tests and becomes a reference in planning the Jayapura Regional Hospital's financial program;
4. The general description of services and development plans at the Jayapura Regional Hospital is that there is a target to be achieved to become a National Referral Hospital in the Eastern Indonesia Region in accordance with the Infrastructure Master Plan that has been socialized by the Director of the Jayapura Regional Hospital nationally according to the expectations of the community. Cooperation is needed from various parties, including medical personnel, administration and other supporting equipment for health services, such as the relevant Health Office and the Papua Provincial Government.

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