

## PROSPECTIVE ANALYSIS OF POLICY STRATEGY FOR HOSPITALS IN LOMBOK ISLAND

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### Abstract

The government has made various policies to improve infrastructure in all public hospitals in Indonesia. Gradually, one by one government policies were introduced in order to improve health facilities, invest in modern medical equipment, and develop the most advanced specialties. The Government has undertaken an ambitious development and expansion of the health system to encourage community participation and initiatives in providing health services for. The polemic in health policy is related to problems in the health care system that often arise, namely cases of patient refusal. Furthermore, in the implementation in the field, the health services provided by the hospital are still problematic. Patients have to look for rooms from one hospital to another because the hospital is fully informed. This study tries to formulate problems (1) How is the relationship between government policy and public health and (2) How is the relationship between hospital performance and public health? This research is a literature review related to government policies in the health sector. Through the literature, this study tries to analyze the relationship between government policy and public health and the relationship between hospital performance and public health. The conclusions of this study are (1) the health services provided by the hospital are still problematic. Patients have to look for rooms from one hospital to another because they are fully informed by the hospital; (2) Hospital is one type of public sector service providing services in the health sector to the community whose performance needs to be measured. The concept of performance measurement in public sector organizations is aimed at helping public managers assess the achievement of a strategy through financial and non-financial measurement tools.

**Keywords:** Lombok Island Hospital, Public Health, Policy Strategy

### INTRODUCTION

Introduction Health is a basic right for the community to obtain health services, in this case it is the obligation of the government, both central and regional to make it happen. Affordable and quality health services are the dream of all levels of society, especially for the lower middle class. In fact, health institutions or institutions have not been able to provide the health services expected by the community. Health costs are getting more expensive, but the quality of the services provided is a lot of complaints from the community.

The polemic in health policy is related to problems in the health care system that often arise, namely cases of patient refusal. Furthermore, in the implementation in the field, the health services provided by the hospital are still problematic. Patients have to look for rooms from one hospital to another because the hospital is fully informed. In addition, many problems that arise in health services are a result of the implementation of the BPJS Health program (Gunawan et.al., 2015).

In an effort to create good health policies, it is the biggest challenge for the leaders who work in each public hospital in each region. There are previous studies that highlight the characteristics of health institutions with superior and resilient systems such as that conducted by Erwin et.al., (2014), the study tries to identify factors that can be modified in order to protect health institutions from mistakes in the process of implementing health policies. . Thus, there is an obligation for hospitals to accredit the services provided. In addition, the government has also required local governments to support hospitals in their regions to carry out accreditation related to their health services.

One of the government's efforts to encourage hospitals to prioritize service, safety and protection for the community is to require hospitals to carry out accreditation (Permenkes, 2012). According to Permenkes No. 12 of 2012, accreditation is an acknowledgment given to hospitals because they have made efforts to improve the quality of services on an ongoing basis. This recognition is given by an independent institution in charge of accreditation and has obtained recognition from the Minister of Health. The independent institution in charge of accrediting hospitals in Indonesia is the Hospital Accreditation Commission (KARS).

Bradley et.al., (2010) proposed six indicators that contribute to measuring the performance or final outcome of improving the status of health services in hospitals, such as: quality, efficiency, utilization, access, learning, and sustainability. The four main indicators (quality, efficiency, utilization, and access) are consistent with the Institute of Medicine's health systems framework (IOM, 2001). In 2001, IOM issued a major report, "The Future of Public Health in the 21st Century" which was supported to explore the accreditation of public health services in hospitals as a way to improve home performance and accountability. Furthermore, learning and sustainability indicators have been added based on evidence from the health care literature that they contribute to the desired outcomes of improving health care status (Gruen et.al., 2008).

There are 4 hospitals belonging to the district government and 1 hospital belonging to the city government. Overall, all these hospitals have been accredited with a C score, only Mataram City Hospital has received B accreditation. The distribution of health resources around the hospital does not guarantee that the performance of the hospital will always be high and the quality of the health services it provides is increasing. The budget surplus that occurs in hospitals does not necessarily improve the quality of health services. In addition, the high budget also cannot guarantee the quality of the distribution of health services to the community for the better.

From exposure to several phenomena that are the main problems in implementing health policies, it turns out that the government is still facing many problems which of course have an impact on the performance of hospitals as implementers of public health service activities and this research tries to formulate problems (1) How is the relationship between government policy and public health; (2) What is the relationship between hospital performance and public health?

## **LITERATURE REVIEW**

### **Public Health**

In studying public health, it is necessary to understand the related meanings, namely Health and Society. Health according to the Law of the Republic of Indonesia Number 36 of 2009 is healthy health, both physically, mentally, spiritually and socially that allows everyone to live socially and economically productive. The definition of society is the unity of human life that interacts according to a certain system of customs that is continuous, and which is bound by a sense of shared identity.

Notoatmodjo (2003) mentions efforts in public health such as improving environmental sanitation, eradicating infectious diseases, education for personal hygiene, organizing medical and nursing services for early diagnosis and treatment, and developing social engineering to ensure that everyone's needs are met. a decent life in maintaining their health. Public health refers to all organized actions (whether public or private) to prevent disease, promote health, and prolong life among the population as a whole, whose activities aim to provide conditions in which people can be healthy and

focus on the whole population and have a close relationship with the health system as a whole (WHO, 2008).

### **Health Economics**

The health sector is an important part of the economy in many countries. Some opinions state that the health sector is like a sponge, absorbing a lot of national resources to finance many health workers. Others argue that the health sector is like an economic generator, through innovation and investment in biomedical technology or the production and sale of medicines, or by ensuring a healthy population that is economically productive. Some community members visit health facilities as patients or customers, using hospitals, clinics or pharmacies; or as health professionals, nurses, doctors, health support personnel, pharmacists, or managers. Because health decisions are related to mortality and safety, health is placed in a more privileged position than other social issues.

There are many definitions of health economics, one of which defines health economics as the study of the supply and demand of health care resources and the impact of health care resources on the population. Based on the awareness of the existence of normative statements that may not be applicable in the real world, it is appropriate for health workers to study economics to be applied to the health sector. Basically the application of economics in hospitals can be studied through various models based on the tariff system. The model is the Circular Flow Model from Katz and Rosen, as well as the Demand and Supply Model (Murti, 2013).

### **Sustainable Health Development**

The health system is needed in health development, this health system will work to increase life expectancy, decrease disease burden and improve attitudes and behavior, as well as fulfill community satisfaction with health services. As stated in the Strategic Review of Health and Medical Research, this health system consists of resources (money spent by the community, either directly or indirectly through health funds or taxation), unit costs of people (health personnel costs and health facility costs), productivity (clinical services per person), and effectiveness (health outcomes per clinical service) (McKeon, 2013).

The health system in Indonesia when compared to neighboring countries such as Singapore and Malaysia is still very lagging, of course this illustrates the relatively low life expectancy of GDP, where health care costs are projected to grow at an unsustainable rate. Healthcare research has an important role in identifying opportunities and strategies to improve the efficiency of healthcare services and ensure the sustainability of the health system as a whole (McKeon, 2013).

### **Government Policy in the Health Sector**

Understanding the relationship between health policy and health itself has become so important that it is possible to address the major current health problems (such as rising obesity, the HIV/AIDS epidemic, increasing drug resistance) while understanding how the economy and other policies impact health. Health policy provides direction in the selection of health technologies to be developed and used, managing and financing health services, or the types of drugs that can be purchased over the counter. To understand this, it is necessary to define what is meant by health policy.

Since the beginning, the government has made various policies to improve infrastructure in all public hospitals in Indonesia. Gradually, one by one government policies were introduced in order to improve health facilities, invest in modern medical equipment, and develop the most advanced specialties. The government has made an ambitious development and expansion of the health system to encourage community participation and initiatives in providing health services for the elderly, chronic diseases, severe illnesses, and mental illnesses, the government began to provide subsidies to the community and continues to this day (Haseltine, 2013 ).

### **Hospital Performance**

The hospital is one of the government-owned public sector institutions that provide health services. Hospitals are all health facilities that provide inpatient, outpatient, emergency, medical care services that are carried out for 24 hours through individual health efforts. The position of the hospital in the health system is very strategic, depending on the economic system and political will of a country's government, this means that the hospital is a government implementation unit in providing public services or as a private service institution. Because the hospital is a system, it cannot escape various environmental factors, both laws and regulations, politics, economy, and socio-culture (Soeroso, 2002).

Performance indicators of public services and health services may differ. This is motivated by the scope and purpose of the service itself. However, behind the differences, there are certain similarities between the two indicators. Just like usual indicators, performance indicators for health services and public services are specific and clear indicators. These two indicators can be calculated objectively either from service recipients or other parties, both qualitatively and quantitatively. Existing indicators are certainly achievable, important and something that can be useful for service recipients.

### **RESEARCH METHOD**

This research is a literature review related to government policies in the health sector. Through the literature, this paper attempts to analyze the relationship between government policy and public health and the relationship between hospital performance and public health.

### **DISCUSSION**

#### **Relationship between Government Policy and Public Health**

Health is affected by a number of decisions that have nothing to do with health care, where poverty affects public health, as does pollution, dirty water or poor sanitation. Economic policies, such as taxes on smoking or alcohol can also influence people's behavior. Recent causes of increasing obesity in the community include the availability of cheap but high-calorie fast food, the sale of soft drinks in schools, as well as decreased exercise habits.

In order to achieve optimal health in a population, a good combination is needed to prevent ill health and respond to cases of disease with curative services. Both are important, but there are predictable obstacles to achieving a balance. Too often we are faced with only one limited government health budget, and this is all that is available for investment in public health services. Various factors have influenced this public health budget allocation, ideally these factors include efficiency and equity. In reality,

concerns also include policy and political priorities, which often take precedence over efficiency and equity criteria.

Social factors exert a combined effect on the health of individuals and populations. The most important thing to do is long-term change in the social environment, which is a joint effort of various government and non-government sectors. However, linking policy efforts with public health practice at different levels of governance remains a challenge. Study after study has shown that these health-related realities of everyday life are tied to policy. Structural factors that determine public health such as income, education, employment, access to resources, living and working conditions, policies and governance, all of which can determine the position of public health. Leonard Syme, a Professor Emeritus of Epidemiology at the University of California, argues that public health interventions can be well designed and implemented well, through strong public policies and by empowering people to act (West & Edwards, 2011).

There are often obstacles to incorporating research results into policy, such as limited budgets, which are systemic and not easy to change. However, some of the barriers to health policy making have been overcome and implemented well based on evidence from findings in previous studies. Policymakers can benefit from evidence-based health skills training to help them identify and evaluate high-quality information. Thus, researchers and policy makers can collaborate to develop networks in order to produce relevant health policies for improving public health.

### **Relationship between Hospital Performance and Public Health**

In order to strengthen the national health system, persistent management of governance challenges is required to ensure that key functions are carried out. It will also require increased clarity about which actors should perform which functions to avoid situations where there is inefficient overlap of some functions, while others are simply ignored. Consensus on the core functions of each of the main actors should define institutional arrangements, where form should follow function. This effort is becoming increasingly urgent given the slowdown in funding for national health. Serious attention should be paid to the function that the RSUD institution performs within the larger national health system and the governance challenges that must be overcome in order to carry it out successfully.

One of the important lessons learned in government is the recognition that the concept of health inequality is rarely raised during discussions and deliberations regarding the national health system. In almost all provinces there are irregularities and injustices in the health care system. This happens more because it is caused by problematic policies of government agencies that overlap with issues of equitable distribution and utilization of health resources. While this is not a perfect explanation of the complex pattern of relationships between health and government agencies and citizens, health policies do have the capacity to impact health inequalities in society.

Effective health policies and the allocation of public health resources can substantially improve public health. The goal of public health practitioners and researchers is to identify key metrics that will help improve effective policies and stop poverty. Public health related policies should be developed. However, much work is needed to develop the right metrics to cover policy approaches that are able to affect large populations in an effort to improve public health.

The existence of a stable and supportive political environment for a long and sustainable period makes it very possible to develop an orderly and gradual social



policy. Not many developing countries benefit from such an environment. This political power contributes to the development and implementation of uninterrupted social services that contribute to improving the quality of life of the community. With continued economic growth, the country can invest in universal benefits including education and healthcare. A health care system that emphasizes a primary health care approach to the delivery of comprehensive health care that reaches a broad population. These efforts have succeeded in reducing both geographic and ethnic health disparities in Malaysia.

Stakeholders should be very careful in initiatives related to strengthening health policies. They can use the principles of universal collaboration, physician leadership, and community action to help empower each medical environment to streamline health policies that have been formulated. The goal is to gain an understanding of how individual communities can adapt to local circumstances to achieve better care, better health, and cost reductions to be more efficient. For policy makers, this means that it is important to set broad goals for improvement that allow community flexibility in meeting health care-related demands in a manner that is compatible with local wisdom.

In principle, it is the responsibility of the government to build better health for every citizen. Therefore, providing health insurance for everyone will provide basic human rights to support and strengthen the system as a whole. The story of a successful policy in Thailand can prove that success related to the implementation of health policy is composed of three important pillars, knowledge, political movement, and civil movement. In this case the hospital as the technical implementer of the health policy that has been decided has a dominant role in improving public health.

## CONCLUSION

- 1) The polemic in this health policy is related to problems in the health care system that often arise, namely there are still cases of patient refusal. Furthermore, in the implementation in the field, the health services provided by the hospital are still problematic. Patients have to look for rooms from one hospital to another because the hospital is fully informed.
- 2) Hospital is a type of public sector service that provides services in the health sector to the community whose performance needs to be measured. The concept of performance measurement in public sector organizations is aimed at helping public managers assess the achievement of a strategy through financial and non-financial measurement tools.

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