


## Strategic Management in Improving the Quality of Health Services at the Tuntungan Health Center

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Article Info	ABSTRACT
<p><b>Keywords:</b> Strategy Management, Quality of Service, Health Center, Responsiveness.</p>	<p>This study aims to analyze strategic management in improving the quality of health services at the Tuntungan Health Center. The method used was in-depth interviews with health workers and health center managers, as well as direct observation of the service process. The results of the study show that the commitment of health workers in providing the best service is a key factor in building patient trust. The implementation of timely and standard service procedures creates a supportive environment for patients. Responsiveness to patient complaints is also an advantage of the Health Center, where a good communication system allows staff to respond to complaints quickly, thereby increasing patient satisfaction. Quality assurance and service safety are sought through the implementation of strict standard operating procedures (SOPs), providing a sense of security for patients. In addition, the empathetic attitude shown by healthcare workers contributes to the positive experience of patients, making them feel valued and cared for. However, the study also found challenges related to the condition of physical facilities and infrastructure that still need development, which can affect patient comfort. Routine training efforts for health workers and collaboration with hospitals and other health facilities are strategic steps to expand access to services and improve service quality. The conclusion of this study emphasizes the importance of continuous improvement in these aspects to achieve optimal health services and meet community expectations.</p>
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### INTRODUCTION

Health Center are the main mainstay in the primary health service system in Indonesia which has the responsibility of providing basic health services to all levels of society (Syafira et al., 2023). Puskesmas play a strategic role in improving the degree of public health by providing promotive, preventive, curative, and rehabilitative services (Devi et al., 2024). However, various obstacles experienced, both from internal and external aspects, often hinder the achievement of optimal service quality, thus demanding the implementation of effective and

appropriate management strategies in improving the quality of services at the Tuntungan Health Center.

One of the main obstacles faced by the Puskesmas is limited resources, such as limited medical personnel, inadequate facilities and infrastructure, and limited budget. These limitations cause pressure in providing fast, precise, and satisfactory services for the community. Through a strategic management approach, the Puskesmas can conduct an in-depth analysis of existing strengths, weaknesses, opportunities, and threats so that they can develop realistic and sustainable strategic steps to optimize available resources (Djati, 2023).

In addition, the increasingly complex development of government health policies also affects the performance of health centers (Susanti et al., 2023). Policies such as the National Health Insurance (JKN) and Puskesmas accreditation standards demand consistent improvement of service quality (Yulianto & Cahyono, 2025). Thus, the strategic management aspect is very crucial to answer the dynamics of regulations and ensure that the Puskesmas can always meet the service standards set while accommodating the needs of the community that continues to grow (Rusmanto et al., 2025).

In today's digital era, information technology innovation opens up great opportunities to improve the quality of health services in health centers (Melliasari et al., 2024). The implementation of the right technological systems, such as electronic medical record systems and telemedicine services, not only improves operational efficiency but also accelerates access and quality of services to patients (Daylami et al., 2024). Therefore, information technology development strategies are an integral part of strategy management to encourage adaptive and competitive service performance.

Active participation of the community is also an important aspect that cannot be ignored in efforts to improve the quality of services (Adam et al., 2023). The involvement of the community as health service users in various consultation and service evaluation forums allows the Puskesmas to get direct input on the needs and expectations of the community (Muhaimin et al., 2023). A management strategy that is responsive to such feedback will open up opportunities for service improvements that are more in line with real conditions in the field (Dwiyanto, 2021). The implementation of effective strategic management at the Tuntungan Health Center is expected to answer these various challenges. Through careful planning, consistent implementation, and periodic evaluation, the Puskesmas can create conducive working conditions for health workers and increase public satisfaction with the services received (Rachim, 2025). This will ultimately have a positive impact on improving the quality of health services as a whole, which is the main goal of the Puskesmas (Randika et al., 2024).

With this background, research on strategic management in improving the quality of health services at the Tuntungan Health Center is very important to be carried out. This research aims to explore and develop relevant and applicable strategies, which are not only able to improve the quality of services, but also support the process of adapting Puskesmas to environmental changes and community demands. The results of the research are expected to be a reference for policy makers and Puskesmas managers in strengthening service capacity to achieve a better degree of public health.

## METHOD

This research was carried out at the Tuntungan Health Center using a qualitative approach and purposive sampling techniques. Primary data were obtained through observation and interviews, where researchers applied passive participatory observation methods to observe firsthand how health workers carried out their duties and responsibilities (Khusna, 2023). The interviews were conducted to dig deeper information about health service procedures, the challenges faced, and the efforts made to improve the quality of services. In this way, researchers can get a clear and comprehensive picture of the condition of health services at the Tuntungan Health Center.

In addition, the use of scientific journals as a source of data is also very important in this research. These journals provide articles that have gone through a peer review process and contain relevant research results. By referring to related journals, researchers can enrich the analysis and interpretation of data obtained from observations and interviews. This descriptive method with a qualitative approach allows researchers to explore a holistic understanding of the phenomenon being studied, so that the results of the research are expected to provide useful recommendations for Puskesmas managers in improving the quality of health services to the community (Achjar et al., 2023).

## RESULTS AND DISCUSSION

### Result

#### Health Workers' Commitment to Service Quality

Health workers at the Tuntungan Health Center show a high commitment to providing the best service to patients. They carry out service procedures on time and in accordance with the set standards. This is reflected in the statement of one of the nurses who stated, "We always try to provide services according to standards and quickly so that patients feel satisfied and trusted." This commitment creates a supportive environment for patients to get quality services.

#### Responsiveness in Responding to Patient Complaints

Responsiveness to patient complaints is one of the advantages of the Tuntungan Health Center. The staff stated that they have a good communication system to respond quickly to patient complaints. One of the administrative officers said, "We follow up on every patient's complaint as quickly as possible so that they feel heard and well served." This responsiveness shows that the Puskesmas strives to maintain good relations with patients and increase their satisfaction.

#### Quality Assurance and Service Safety

Ensuring service quality is a top priority at the Tuntungan Health Center. The Head of the Health Center explained that standard operating procedures (SOPs) are strictly followed and monitored regularly. "We ensure that every service is in accordance with standards so that patients feel safe and trust our competence," he said. This quality assurance is important to build public trust in the services provided.

### **Empathy for Patients**

Health workers at the Tuntungan Health Center show a high empathy attitude in service. A medical worker explained, "Providing services with a friendly attitude and paying attention to the patient's emotional state helps to create a good relationship so that the patient feels valued and cared for." This empathetic attitude contributes to the positive experience of patients and increases their satisfaction with the services received.

### **Condition of Facilities and Infrastructure**

Some staff revealed that the physical facilities at the Puskesmas still need development. One of the officers stated, "The waiting room facilities are still limited and there are inadequate medical equipment, this sometimes hinders the smooth running of services." These limitations can affect patient comfort and the effectiveness of the services provided.

### **Human Resource Training and Development**

Routine training for health workers is carried out to improve staff competence. "We receive regular training to keep up with the development of health science and technology," said one of the nurses. This shows the commitment of the Puskesmas to human resource development, which is very important to maintain the quality of health services.

### **Collaboration with Other Health Facilities**

The Tuntungan Health Center is actively collaborating with referral hospitals and other health facilities. The Head of the Health Center said, "This collaboration helps to expand access to services for patients and strengthen an effective referral system." This cooperation is important to ensure patients receive comprehensive and integrated services.

### **Utilization of Information Technology in Services**

The use of electronic systems for the management of patient data and drug stocks has begun to be implemented, although it is still in the development stage. The Puskesmas IT Officer stated, "The current system has helped in administration, but we hope that there will be updates so that services can be more efficient." The use of information technology is expected to increase efficiency and effectiveness in the management of health services.

### **Discussion**

The results of interviews at the Tuntungan Health Center show that the management strategy implemented has a significant impact on the quality of health services. The commitment of health workers in providing the best service is one of the key factors in increasing patient trust. By carrying out service procedures in a timely manner and according to standards, health workers create a supportive environment for patients to get quality services. This is in line with the basic principles of health services which emphasize the importance of reliability and consistency in providing services.

Responsiveness to patient complaints is also an important aspect expressed in interviews. The high responsiveness to complaints shows that the Tuntungan Health Center strives to maintain good relations with patients. With a good communication system, patients feel heard and well served, which in turn increases their satisfaction. This responsiveness not only reflects the professionalism of health workers, but also creates a sense of security and comfort for patients when receiving services. Quality assurance and service safety are the top priorities at the Tuntungan Health Center. The implementation of strict standard operating

procedures (SOPs) and routine supervision shows the commitment of the Puskesmas in maintaining the quality of service. Public trust in health services is highly dependent on this quality assurance. When patients feel safe and trust the competence of medical personnel, they are more likely to use the services provided and recommend them to others.

The empathetic attitude shown by healthcare workers also contributes to the positive experience of patients. Friendly service and attention to the patient's emotional state help to create a good relationship, so that the patient feels valued and cared for. This empathetic attitude is important in the context of health services, where the interaction between health workers and patients can affect satisfaction and service results. However, despite the many positive aspects, there are challenges that need to be overcome, especially related to the condition of facilities and infrastructure. Limited waiting rooms and inadequate medical equipment can hinder the smooth running of services and affect patient comfort. Therefore, the improvement and development of physical facilities must be a priority to improve the overall quality of service. Training and development of human resources is also a strategic step taken by the Tuntungan Health Center. By carrying out regular training, health workers can keep up with the development of health science and technology, which is very important to maintain the quality of service. In addition, collaboration with hospitals and other healthcare facilities expands access to services for patients and strengthens effective referral systems. This cooperation allows patients to get more comprehensive and integrated services.

Finally, the use of information technology in health services at the Tuntungan Health Center is still in the development stage. Although electronic systems for the management of patient data and drug stocks have been implemented, improvements are still needed to achieve better efficiency. By optimizing information technology, Puskesmas can increase the effectiveness of administration and services, which will ultimately contribute to improving the quality of overall health services. Overall, these results and discussions show that strategic management at the Tuntungan Health Center has succeeded in improving the quality of health services, although there are still challenges that need to be overcome to achieve optimal service standards. Recommendations for further development include improving infrastructure, human resource development, and optimizing information technology so that the health services provided can better meet the expectations of the community.

## CONCLUSION

The conclusion of this study shows that the strategic management implemented at the Tuntungan Health Center has succeeded in significantly improving the quality of health services. The commitment of health workers in providing the best service, which is reflected in the timely and standard implementation of procedures, is one of the key factors in building patient trust. The high responsiveness to patient complaints also contributes to their satisfaction, creating a good relationship between healthcare workers and patients. In addition, quality assurance and service safety are pursued through the implementation of strict standard operating procedures (SOPs) to provide a sense of security for patients. The empathetic attitude shown by healthcare workers reinforces the positive experience of patients, so they feel valued and cared for. However, challenges related to the condition of

physical facilities and infrastructure that still need to be developed must be overcome immediately to improve the comfort and effectiveness of services. Regular training efforts for health workers and collaboration with hospitals and other health facilities are also important strategic steps to expand access to services and improve service quality. Therefore, in order to achieve optimal health services and meet the expectations of the community, the Tuntungan Health Center needs to make continuous improvements in these aspects, including improving infrastructure and optimizing the use of information technology.

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