

Analysis Of Implementation Of Health Operational Assistance (BOK) In Efforts To Improve Mother And Child Health At Gunung Tinggi Puskesmas UPT

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| Article Info | ABSTRACT |
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| <p>Keywords: Operational Assistance Health, Implementation, KIA, Community Health Center</p> | <p>Health Operational Assistance (BOK) is implemented to support the implementation of promotive/preventive Puskesmas operations for the community. The lack of BOK funds provided by the Central Government to Districts and Community Health Centers means that Community Health Centers often minimize funding for activities. This research is a qualitative research. Data collection was carried out by in-depth interviews with informants regarding the application of communication factors, resources, disposition and bureaucratic structure. The informants in this research consisted of the main informants: BOK managers, KIA coordinators, Heads of Community Health Centers and triangulation informants of mothers who had toddlers. The qualitative data instrument is an open interview. Qualitative analysis was analyzed using triangulation. The research results show Community health centers that utilize BOK optimally for all efforts to improve MCH are carried out in accordance with technical guidelines. The implementation of communication factors, resources, disposition and bureaucratic structure at the UPT Puskesmas Gunung Tinggi is quite good, but the quality of the KIA implementing officers and the BOK team at the UPT Puskesmas Gunung Tinggi is still lacking. In carrying out his duties, he is still assisted a lot by other officers. The understanding of the BOK technical guidelines is clear, the implementation of activities is in accordance with the report, there is involvement of implementers in preparing the POA and there is evaluation in the implementation of activities. Apart from that, in successful Community Health Centers, activity implementers also compile complete supporting data so that making reports is not only the responsibility of the Community Health Center's BOK Management Team.</p> |
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INTRODUCTION

In the strategic plan of the Ministry of Health for 2015-2019, 2 main goals for health development have been set, namely improving the health status of the community and increasing responsiveness and protection of the community against social and financial risks

in the health sector.(Indonesian Ministry of Health, 2015). The program for providing BOK to Community Health Centers is carried out nationally with a budget sourced from the APBN. One thing to consider is that regional capabilities vary and in many regions the majority of their APBD is used for personnel expenditure due to the low source of local original income (PAD).

Puskesmas is the spearhead of health services in the community, which aims to create a society that has healthy behavior. In this regard, Community Health Centers are expected to have a work pattern that is pro-active and anticipatory, not just passive, waiting for health problems to arise and then reacting/responding. Apart from that, it is also hoped that the work pattern at the Community Health Center will change from being directive to being collaborative, from being individualistic to being team work, and from being of service to care for the people in the work area.

BOK funds are a budget used to finance public health services in the field so not for curative efforts in buildings. After conducting several studies on the implementation of BOK funds, it shows that this operational assistance is only effective if the human resources at the Community Health Center are sufficient to provide field health services to the community (community health workers, maternal and child health). So, the BOK funding program will not run optimally if the Community Health Center does not have or lacks these health workers(Naftalin et.,al 2020).

In the technical guide for the use of BOK, instructions are given in principle that the use of BOK is aimed at accelerating the achievement of the SDGs, especially the Infant Mortality Rate (IMR) and Maternal Mortality Rate (MMR). The Maternal and Child Health (KIA) Program is one of the priorities of the Ministry of Health. The success of the KIA Program is one of the main indicators in the 2005-2025 National Long Term Development Plan (RPJPN). Coverage of the first neonatal visit (KN1) and coverage of deliveries assisted by trained health workers (Pn) are indicators of the Maternal and Child Health activity program listed in the Ministry of Health's Strategic Plan (2010-2014), with the output of increasing the availability and affordability of quality health services for all public.(Ministry of Health, 2019).

From previous research, Aridewi's research results showed that the Community Health Center had high uptake and was successful in suppressing cases, the understanding of the BOK technical guidelines was clear, the implementation of activities was in accordance with the report and carried out as a team, there was involvement of implementers in preparing the Plan of Action (POA) and there was an evaluation of the implementation of activities. Apart from that, in successful Community Health Centers, activity implementers also compile complete supporting data so that making reports is not only the responsibility of the Community Health Center BOK Management Team. For the successful implementation of the BOK utilization policy to improve maternal and child health, it is necessary to implement correct management functions at the Community Health Center which include planning, implementation and evaluation. The results of the research show that in Community Health Centers with high uptake and success in suppressing cases, the understanding of BOK technical guidelines is clear, the implementation of activities is in accordance with reports and

carried out as a team, there is involvement of implementers in preparing the Plan of Action (POA) and there is evaluation of the implementation of activities. Apart from that, in successful Community Health Centers, activity implementers also compile complete supporting data so that making reports is not only the responsibility of the Community Health Center's BOK Management Team. For the successful implementation of the BOK utilization policy to improve maternal and child health, it is necessary to implement correct management functions at the Community Health Center which include planning, implementation and evaluation.(Aridewi et al., 2023) The aim to be achieved in this research is to determine the implementation of Health Operational Assistance (BOK) in an effort to improve maternal and child health at the UPT Puskesmas Gunung Tinggi.

METHOD

This research was conducted using qualitative methods. Research variables include communication, resources, disposition, and bureaucratic structure. Data collection was carried out by in-depth interviews with informants regarding the application of communication factors, resources, disposition and bureaucratic structure. The informants in this research were the main informants, namely the BOK Manager, KIA Coordinator, Head of the Community Health Center and the Triangulation Informant is a mother who has 1 child under five.

RESULTS AND DISCUSSION

Results

Application of Communication Factors

KIA implementers at the Gunung Tinggi Community Health Center have a fairly good understanding, because they refer to the technical guidelines stipulated in the preparation of the POA. This was stated by the BOK manager.

"So, BOK is used for the KIA program so that it can reduce MMR and IMR, right? MDGs are like that too, you know. That's why we made a POA to install P4K stickers, visits for pregnant women, postpartum babies, cadre refreshing, data collection, classes for pregnant women, mothers of toddlers, basically everything. There is also such a thing as bullying. But that's how it is, we'll still ask first, so it's clearer."

When the communication message given to implement a policy is clear and directed, it will minimize the possibility of wrong interpretation or conflict with the meaning of the initial message. In this case, a clear and targeted message will increase the chances of success in achieving the policy goals and objectives to be conveyed to implementers, target groups and other interested parties.

Resource

At the Gunung Tinggi Community Health Center, the BOK Team and KIA implementing officers have carried out their duties smoothly. They have a regular schedule of meetings and

coaching, as well as constant assistance in every activity they undertake. This was confirmed by a KIA coordinator.

"Thank God, everything went smoothly. It's easy for us to coordinate with the BOK Team, asking questions is also easy. We often meet and discuss. For KIA there is no problem either. Every Wednesday there is a meeting with the village midwife, they come here. If there is a problem, we discuss it together. Once a month we also come to the village for team guidance, the doctor also comes along. So, they can see the evidence for themselves."

The quality of KIA implementing officers and the BOK Team at the Gunung Tinggi Community Health Center is still lacking. In carrying out his duties, he is still assisted a lot by other officers. This was stated by the Head of the Community Health Center.

"Program implementers often need to be reminded because some are fast, slow, or don't understand. Especially for those who are old, it's difficult to manage a computer, so they often get help. It is important to remember the tasks and help as needed so that the program runs smoothly. Teamwork is very important for effective results."

With sufficient human resources and optimal cooperation between programs, the use of BOK will be appropriate and efficient. Good quality human resources will increase the effectiveness of implementing the MCH program, thereby having a positive impact on improving maternal and child health.

Application of Disposition Factors

The implementation of the MCH program at the Gunung Tinggi Community Health Center is monitored directly by the MCH Coordinating Midwife to ensure that the program runs according to plan and on time. The BOK team also did not face any difficulties because activity support data was collected in a timely manner.

"Before the activities take place, each program coordinator makes an RUK first. For example, I want to hold a class for pregnant women or exercise for pregnant women, so of course you have to buy a gym ball for pregnant women and also provide a gymnastics instructor too, that's not necessarily approved, if We agreed to include it in the RPK. So, with this RPK, we ensure that all activities reach the target and are all carried out."

High commitment will encourage implementers to remain steadfast in facing challenges that may occur during policy implementation. In this way, they will be able to implement policies well and in accordance with the desired goals set by policy makers.

Application of Bureaucratic Structure Factors

In implementing the KIA program at the Gunung Tinggi Community Health Center, KIA officers were involved as Team members with direct involvement. This was conveyed by the

KIA coordinator midwife. In the division of tasks, the BOK Management Team has a higher workload because they are responsible for all activity reports, while the KIA officers are only responsible for implementing activities, but this is all evenly distributed. After the activities are carried out, the program is required to compile administrative support data which will be submitted to the BOK Management Team. This information was disclosed by the Head of the Community Health Center.

"As a manager here, it is quite helpful because each program has PJs. So each of them is responsible for producing supporting data, what happens in the field, I will all see the results later."

An imbalance in the distribution of tasks and responsibilities, as well as a lack of harmonious coordination between implementers, is a determining factor in the failure of implementing a policy.

Discussion

According to Edward III's theory, there are four factors in implementing public policy, namely:

Implementation of Health Operational Assistance (BOK) Policy Communication in Efforts to Improve Maternal and Child Health

From the research results, it was found that KIA implementers have a fairly good understanding, because they refer to the technical guidelines stipulated in the preparation of the POA. BOK is used in the KIA program to reduce MMR and IMR. The preparation of POA carried out by the KIA program includes installing P4K stickers, visiting pregnant women, postpartum babies, refreshing cadres, data collection, classes for pregnant women and mothers of toddlers.

Implementation of Health Operational Assistance (BOK) Policy Resources in Efforts to Improve Maternal and Child Health

Based on the research results, it is known that the BOK Team and KIA implementing officers have carried out their duties smoothly. They have a regular schedule of meetings and coaching, as well as constant assistance in every activity they undertake. Every Wednesday there is a meeting with the village midwife and once a month we come to the village for team guidance, followed by a doctor. The quality of the KIA implementing officers and the BOK Team at the Gunung Tinggi Community Health Center is still lacking. Because in carrying out his duties there is still a lot of assistance from other officers. For example, officers who are old, have difficulty operating a computer, so several officers come to help.

According to Wahid's research, it was explained that the implementation of the law was initially unsuccessful. Even if the policy has been communicated clearly and consistently, its implementation will not be effective if implementers use unstable resources in carrying out its implementation. On the other hand, in accordance with Edward III's findings, there are critical factors that must be considered in order to support the implementation of government policies, including but not limited to staff or human resources, budget, facilities and authority.

This is a clear statement that human capital, including wealth and resources, can be linked to the effectiveness of policy implementation.(Wahid, 2019)

Implementation of Health Operational Assistance (BOK) Policy Disposition in Efforts to Improve Maternal and Child Health

Based on the research results, the implementation of the MCH program at the Gunung Tinggi Community Health Center was monitored directly by the KIA coordinator midwife to ensure that the program was running according to plan and on time. The BOK team also did not face any difficulties because the activity support data was collected on time.

This is related to Wahid's research findings which show that disposition is a set of traits possessed by implementers, such as commitment, discipline, nature and democracy. The implementation of the plan will proceed as intended by the plan maker if the implementer has the appropriate apparatus. Even though policy implementers have different perspectives or skills in making policies, the policy implementation process also becomes less effective.(Wahid, 2019)

Implementation of the Bureaucratic Structure of Health Operational Assistance (BOK) Policy in Efforts to Improve Maternal and Child Health

Based on the research results, it is known that in implementing the KIA program at the Gunung Tinggi Community Health Center, in the division of tasks, the BOK Management Team has a higher workload because they are responsible for all activity reports, while the KIA officers are only responsible for implementing activities, and each program has Each PJ is also responsible for creating data to support what is happening in the field.

In a program, coordination, monitoring, evaluation and critical reporting are carried out as a means of assessing whether the program is progressing well towards the specified goals. One of the main obstacles in starting government programs is weak coordination between the central government, provincial government and district/city governments.

CONCLUSION

Community health centers that utilize BOK optimally for all efforts to improve MCH are carried out in accordance with technical guidelines. The implementation of communication factors, resources, disposition and bureaucratic structure at the UPT Puskesmas Gunung Tinggi is quite good, but the quality of the KIA implementing officers and the BOK team at the UPT Puskesmas Gunung Tinggi is still lacking. In carrying out his duties, he is still assisted a lot by other officers. The understanding of the BOK technical guidelines is clear, the implementation of activities is in accordance with the report, there is involvement of implementers in preparing the POA and there is evaluation in the implementation of activities. Apart from that, in successful Community Health Centers, activity implementers also compile complete supporting data so that making reports is not only the responsibility of the Community Health Center's BOK Management Team.

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