

STRATEGIC MANAGEMENT IN DEVELOPING AND IMPROVING THE QUALITY OF HOSPITAL HEALTH SERVICES

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INFORMATION	ABSTRACT
<p>Correspondence laviaah11@gmail.com</p> <p>Keywords: Strategic Management, Quality of Health Services, Hospital, Hospital Management Information System, Patient Safety</p>	<p><i>Objective: This study aims to evaluate the role of strategic management in improving the quality of hospital health services through a systematic and planned approach.</i></p> <p><i>Methods: The approach used was a literature review of five scientific articles published between 2019-2024. Articles were selected based on inclusion criteria that included a focus on hospital services without interventions or comparisons, using either qualitative or quantitative methods.</i></p> <p><i>Results: The strategies found include strengthening the Hospital Management Information System (SIMRS), developing nursing human resources, optimizing the role of public relations, improving patient safety in inpatient rooms, and implementing patient safety in outpatient pharmacy services.</i></p> <p><i>Conclusion: Strategic management plays an important role in shaping a quality and sustainable hospital service system. The synergy between technology, human resources, and commitment to safety is key to improving service quality.</i></p>

INTRODUCTION

Strategic management is a systematic approach used by organizations, including health care institutions, to respond to the dynamics of the external and internal environment in order to effectively achieve long-term goals. In the last five years, strategic management is no longer understood solely as an administrative process,

but rather as an adaptive framework that emphasizes the importance of integration between vision, mission, institutional goals, and data- and evidence- based decision making (Prasetyo & Nugroho, 2021). In the context of hospitals, the implementation of strategic management is crucial given the complexity of the challenges faced, such as increasing public demands for service quality, developments in health technology, limited resources, and pressure to maintain competitiveness amid the transformation of the national health system.

Quality health services are the main pillar in efforts to improve public health status. According to the World Health Organization (WHO, 2020), the quality of health services includes dimensions of patient safety, effectiveness, efficiency, accessibility, equality, and people-centered care. Hospitals as advanced health service providers have the responsibility to provide services that are not only in accordance with professional standards and codes of ethics, but also able to create satisfaction and public trust. This is in line with the mandate of Law Number 17 of 2023 concerning Health, which emphasizes that every citizen has the right to obtain safe, quality and affordable health services.

Nevertheless, various obstacles are still found in the practice of service delivery in hospitals. Limited competent human resources, less than optimal utilization of hospital management information systems (SIMRS), weak quality culture and patient safety, as well as inconsistent evaluation and follow-up mechanisms, are the main obstacles in efforts to improve quality on an ongoing basis (Kemenkes RI, 2022). Therefore, proper implementation of strategic management is needed to identify the overall condition of the organization through strengths, weaknesses, opportunities, and threats (SWOT) analysis, and design interventions that can improve service quality systemically.

National health development as stipulated in the 2020-2024 National Medium-Term Development Plan (RPJMN), sets improving access and quality of health services as one of the main priorities. The focus is on strengthening primary health care, increasing promotive and preventive efforts, and integrating the use of technology and innovation in the health care system (Bappenas, 2021). A measurable, evidence-based, and result-oriented strategy is expected to strengthen

the foundation of hospitals in supporting the achievement of universal health coverage.

Based on this description, a comprehensive literature review is needed to identify various managerial strategies that have been implemented in improving the quality of health services in hospitals. This review aims to explore the effectiveness of the strategic approaches used, and provide relevant policy recommendations in an effort to strengthen a quality, adaptive and sustainable hospital service system.

METHOD

This study used a literature review approach by examining various literature sources selected based on the inclusion and exclusion criteria determined by the researcher. Inclusion criteria include scientific articles that have a research focus on health services in hospitals, without any intervention or comparison (comparison). The articles reviewed discussed topics related to the quality of health services in the hospital environment, both with qualitative and quantitative approaches.

The literature used was published within the last five years, i.e. between 2019 and 2024, and has a topic suitability with the title of this review, namely “Strategic Management in the Development and Improvement of Hospital Health Service Quality”. The articles included are written in Indonesian or English, with the research subjects coming from the hospital service environment.

The search method was conducted systematically through the Google Scholar search engine, using relevant keywords to obtain publications that are in accordance with the objectives of the study. The selection process was carried out by considering the suitability of the topic, relevance of the content, and completeness of information that supports the analysis in this study.

RESULTS

The results of the literature review show that there are five main strategies used by hospitals in efforts to improve the quality of health services. First, the

implementation of the Hospital Management Information System (SIMRS) plays an important role in integrating the flow of services, reporting, and administration digitally to improve the efficiency and accuracy of information. Second, the preparation of a strategic plan for nursing human resources (HR) is needed to encourage the development of competence, leadership, and retention of health workers. Third, strengthening the role of public relations (PR) is carried out through the implementation of a structured and excellent service-oriented public communication strategy. Implementation of the 5S service concept (Smile, Greeting, Greeting, Polite, and Courteous), provision of suggestion boxes, health counseling, and transparent management of patient complaints are part of efforts to build a positive image of the hospital in the eyes of the community. The role of public relations also includes disseminating accurate and educative information, as well as strengthening strategic partnership networks with external parties, such as health offices and population institutions, in order to increase public access and trust in hospital services.

Fourth, the implementation of patient safety management in inpatient rooms is an important strategy in creating a culture of safety and reducing the risk of adverse events, through training, supervision, and assignment of mentors. Fifth, strengthening patient safety-based pharmacy services in outpatient services is aimed at improving the accuracy of drug administration and preventing medication errors. These five strategies collectively reflect the important role of strategic management in directing hospitals towards higher quality, responsive, and safety-oriented services and patient satisfaction.

DISCUSSION

The search results in this literature review research through online databases produced a number of articles that were in accordance with the study topic. From these results, five articles were selected and further analyzed in depth through full-text review based on the inclusion criteria set by the researcher.

Table 1. Selected Articles

Title and Author(s)	Research Design	Results
Implementation of Hospital Management Information System to Improve Service Quality at Cilandak Marine Naval Hospital (Suryantoko <i>et al.</i> , 2020)	Methods used to collect data through observation and interviews	The results showed that SIMRS plays an important role in the integration of hospital services to produce accurate information. Constraints were found in the aspects of brainware, hardware, and software, such as lack of training, incomplete operational procedures, and the need for system improvement and ease of access.
Strategic Plan Analysis of Nursing Human Resources (HR) in Jakarta Area Hospitals (Hulu <i>et al.</i> , 2023)	This research uses a descriptive study design. data collection through observation and interviews	Strategies for utilizing nursing human resources include continuous professional development, improved communication and leadership, and employee retention. Their implementation requires support and agreement from hospital management.
Public Relations Strategy and its Relationship with Quality Improvement Services at the Regional General Hospital of Rokan Hulu Regency (Nufriani <i>et al.</i> , 2020)	This research uses a descriptive study design. data collection through observation and interviews	Hospital PR improves service quality by collecting data, planning, communicating, and evaluating. Strategies include suggestion boxes, 5 S services, complaint contacts, counseling, questionnaires, cooperation in making birth certificates, and hospital promotions.
Analysis of Patient Safety Management on Health Service Quality in Hospital Inpatient Room X (Azzahra <i>et al.</i> , 2022)	This research uses an evaluative study design, collecting data through observation and interviews.	Interviews showed that mentors and experts support patient safety management with sufficient training and resources. As nurses' commitment is still lacking, hospitals need to continue education and assign experienced mentors to improve commitment especially in the inpatient ward.
Analysis of Outpatient Pharmacy Service Patterns towards Patient Safety and Quality Improvement at Melati Hospital, Tangerang City (Sabarian <i>et al.</i> , 2024)	This research uses a descriptive study design. data collection through observation and interviews	Implementing patient safety principles in medication administration helps hospitals reduce errors and improve patient safety and the quality of pharmacy services.

Based on an analysis of the five articles reviewed, it can be concluded that the managerial strategies implemented by hospitals have essentially covered various important aspects in efforts to improve the quality of health services. However, in practice, a number of classic problems remain as major obstacles. First, the lack of training for healthcare personnel results in limited competence in applying quality improvement tools (Mannion et al., 2019). Second, weak management support is evident in the lack of leadership involvement in patient safety initiatives, which leads to low staff motivation (Parand et al., 2014). Third, the development of a work culture focused on quality and patient safety is still hindered by hierarchical structures that impede open communication about errors (Okuyama et al., 2014).

In addition, several systemic challenges exacerbate this situation. Budget constraints often hinder investment in patient safety technologies such as electronic medical records (Bates & Singh, 2018). Staff shortages lead to staff fatigue and protocol violations (Dall'Ora et al., 2020). Poor interprofessional collaboration due to departmental silos increases the risk of medical errors (Green et al., 2017), while low patient involvement in safety initiatives further reduces the effectiveness of improvement efforts (Berger et al., 2014). These various barriers indicate that efforts to improve healthcare quality require a comprehensive approach that addresses structural, cultural, and resource aspects simultaneously.

Successful implementation of quality improvement strategies in hospitals requires several critical components supported by extensive research. First and foremost, strong commitment from hospital leadership serves as the cornerstone for success, as studies show visible executive engagement significantly predicts initiative outcomes (Dixon-Woods et al., 2014). This leadership must be accompanied by robust policy frameworks that provide clear operational guidance and align with strategic objectives (Kaplan et al., 2012).

Equally important is establishing comprehensive monitoring and evaluation mechanisms. Continuous assessment through data-driven feedback loops allows for real-time adjustments and has been shown to enhance improvement efforts substantially (Bates et al., 2014). Research emphasizes that the absence of proper

evaluation systems remains a primary reason for initiative failure (Davidoff et al., 2015).

For optimal impact, implementation must occur organization-wide rather than in isolated departments. Evidence demonstrates that siloed approaches consistently underperform compared to fully integrated strategies (Shortell et al., 2018). Successful hospitals embed quality goals across all units and align them with staff incentives, while actively engaging frontline workers in the improvement process (Lukas et al., 2007; Bate et al., 2008).

Additional factors critical to success include protected funding and staffing for improvement work (Damschroder et al., 2009), fostering psychological safety so staff feel comfortable reporting errors (Edmondson, 2019), and meaningfully incorporating patient and family perspectives throughout the process (Armstrong et al., 2013). When these elements combine - strong leadership, robust evaluation, organization-wide integration, adequate resources, supportive culture, and patient engagement - hospitals create the necessary conditions for sustainable quality improvement.

Thus, improving the quality of health services can not only be seen as a technical process, but also as a comprehensive transformation that involves changing mindsets, forming a positive organizational culture, and strengthening management systems that are adaptive to the dynamics and challenges that continue to develop in the world of health services (Smith, 2023).

CONCLUSION

It can be concluded that the implementation of strategic management strategies in hospitals in order to improve the quality of health services includes five main areas, namely: implementation of the Hospital Management Information System (SIMRS), development of nursing Human Resources (HR), strengthening the role of public relations, patient safety management in inpatient rooms, and application of patient safety principles in pharmaceutical services. These five strategies reflect policy directions oriented towards service effectiveness, patient safety, and

operational efficiency.

However, the results of the analysis also indicate that the implementation of these strategies still faces various obstacles, especially in terms of human resources, managerial involvement, and the lack of a deep-rooted quality culture in the organization. Limited training, weak coordination between units, and the lack of a continuous evaluation system are also obstacles to achieving optimal service quality.

Therefore, improving the quality of hospital services requires leadership commitment, strengthening the competence and motivation of health workers, and developing an integrated and adaptive support system. Cultural transformation and the establishment of a continuous evaluation system are crucial steps in realizing quality, safe, and patient-oriented health services.

RECOMMENDATION

Based on the results of the analysis and discussion that has been presented, a number of strategic steps are recommended that can be implemented by health care institutions, especially hospitals, in order to improve service quality as a whole and sustainably. First, it is necessary to strengthen the commitment of the hospital leadership, which plays a central role in the process of policy formulation, provision of resources, and supervision of the implementation of quality improvement strategies. This commitment must be realized in the form of concrete policy support, adequate budget provision, and active involvement in the monitoring and evaluation process. Secondly, increasing the capacity of human resources through continuous training, especially in the use of SIMRS, patient safety, and public communication.

Building an organizational culture that places quality and patient safety as core values, supported by cross-unit quality teams, internal education, transparent reporting systems, and performance-based incentives. Strategy implementation must be integrated between units with effective coordination and communication. A data-based monitoring and evaluation system needs to be implemented

periodically for continuous improvement.

The utilization of information technology, especially SIMRS, should be a strategic instrument in decision-making with the support of infrastructure, SOPs, and intensive training. Finally, the public relations function needs to be strengthened as a facilitator of educative and promotive communication to build trust and the institution's image.

With the implementation of these measures, hospitals are expected to be able to provide quality, safe, responsive and adaptive health services to the dynamics of the national health system.

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