

## IMPLEMENTATION OF HEALTH SERVICE STRATEGY AT KUTALIMBARU HEALTH CENTER MEDAN TUNTUNGAN

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### Abstract

The health center as a first-level health service center has a strategic role in improving the health of the community in its working area. The implementation of service strategies at the Kutalimbaru Health Center, Medan Tuntungan also faces challenges such as limited human resources, facilities, and suboptimal community responses. Method: using a qualitative approach with a descriptive design. This study was conducted through primary and secondary data collection which included in-depth interviews with key informants, namely the head of the health center and the person in charge of health management services. The study was conducted at the Kutalimbaru Health Center, Medan Tuntungan on Thursday, April 23, 2025. Objective: The purpose of this study was to obtain an up-to-date picture of the implementation of health service strategies at the health center. The focus of the study was the effectiveness of the service strategies implemented and the obstacles faced in efforts to improve the quality of health services to the local community. Results: The results of this study are that the implementation of health service strategies at the Kutalimbaru Health Center was carried out by holding Mobile Health Centers and Village Health Posts as an effort to expand access to health services to the community, especially in hard-to-reach areas. Conclusion: The results of this study highlight that Partnership and Community Empowerment Strategies are the main keys to improving access and quality of health services. Through close cooperation between the Health Center, Integrated Health Posts, village governments, and various related parties, maternal, adolescent, and toddler health programs can run effectively, thereby reducing the risk of stunting, anemia, and increasing immunization coverage.

**Keywords:** Strategy, Implementation, Health Center

### Introduction

As a first-level health service center, the Community Health Center has a strategic role in improving the health of the community in its working area. In accordance with the Regulation of the Minister of Health Number 43 of 2019, the Community Health Center is tasked with organizing public health efforts and individual health efforts by prioritizing promotive and preventive efforts in order to achieve the highest level of health. Therefore, the health service strategy at the Community Health Center must be designed effectively to meet the needs of the community and improve the quality of services. (Fitriani et al., 2022).

Health Centers as the Vanguard of Health Services are the leading health service units that are easily accessible to the community, providing basic health services that include efforts to improve health, prevent disease, cure, and restore health. Health centers play an important role as centers for

health development and centers for community health development. The Strategic Role of Health Centers is that health centers have a major role and responsibility in handling public health problems. Health centers function as health service facilities that organize first-level public health efforts (UKM) and individual health efforts (UKP), prioritizing promotive and preventive efforts. (Suci Ramadhani et al., 2023).

Health services at the Community Health Center do not only focus on curative aspects, but also integrate integrated promotive and preventive services. This strategy includes health education, the formation of nutrition cadres, and socialization of healthy living at the village or sub-district level. This integrated approach aims to encourage public awareness in maintaining health and preventing disease so that it can reduce the burden of disease in the community. (Nurfitria et al., 2022).

Implementation of service strategies at the Kutalimbaru Medan Tuntungan Health Center also faces challenges such as limited human resources, facilities, and less than optimal community response. Therefore, increasing human resource capacity through training and improving facilities is an important part of the service strategy so that excellent service can be realized. Discipline and accountability of health workers are also key factors in improving the quality of service (Wahyuningsih et al., 2024).

Problems that exist in previous studies include many health centers experiencing limited medical facilities, narrow service spaces, and inadequate equipment that hinder the effectiveness of health services, the number of health workers is lacking and the quality of training is not optimal, causing a high workload and decreasing service quality, limited operational funds hinder the procurement of medical devices and the fulfillment of service needs at health centers, the implementation of applications such as E-Health Centers has not been maximized due to limited supporting resources, lack of staff knowledge, and internet network problems, lack of coordination between cross-programs and periodic supervision makes it difficult to achieve health service targets, minimal socialization of programs and complaint facilities causes low community participation in improving service quality, the absence of an integrated monitoring system for the readiness of facilities, human resources, medical devices, and medicines hinders service improvements (Zamzami & Hayat, 2023).

Data were analyzed using an interactive data analysis model (Miles, Huberman, and Saldana) which includes data reduction, data presentation, and data verification to obtain a comprehensive understanding. The interactive data analysis model of Miles, Huberman, and Saldana is a qualitative data analysis approach that emphasizes the analysis process taking place simultaneously and cyclically during, before, and after data collection. This model consists of three main components that are interconnected and carried out interactively, namely data condensation, data presentation, and verification and drawing conclusions. The analysis can also refer to policy implementation theory to strengthen the analysis framework. (Hasanah & Zakly, 2021).

In addition, the health service strategy in the Puskesmas must be able to build a positive image and increase patient satisfaction. This is done by controlling the quality of service, responsive service, and good communication between health workers and the community. Patient satisfaction is an important indicator of the success of the service strategy implemented in the Puskesmas (Lutfiana et al., 2023).

The role of the Health Center is also very vital in conducting advocacy, socialization of health policies, and empowering communities to be able to identify and resolve health problems independently. Thus, the Health Center is not only a provider of health services, but also a driving force for health development at the sub-district level towards achieving a healthy sub-district. (Fadilla Dalimunthe et al., 2023).

Overall, the implementation of health service strategies at the Kutalimbaru Medan Tuntungan Health Center must prioritize comprehensive, integrated, and sustainable services with a focus on improving service quality, community empowerment, and strengthening the health management

system. This is in line with the vision of the Health Center to realize a healthy sub-district towards a healthy Indonesia, so that it can significantly improve the health of the community.

## Method

The research method for implementing health service strategies at the Kutalimbaru Health Center, Medan Tuntungan, uses a qualitative approach with a descriptive design. This research was conducted through primary and secondary data collection which included in-depth interviews with key informants, namely the head of the health center, key informants, namely the person in charge of managing health services, and supporting informants, namely the community. The instruments used included interview guidelines and a voice recorder to ensure the accuracy of the data obtained during the interview process. This research was conducted at the Kutalimbaru Health Center located in Kutalimbaru District, Deli Serdang Regency, North Sumatra. The location of the Health Center is in Kutalimbaru Village with a working area covering 14 villages and serving around 42,000 people. The research was conducted on Thursday, April 23, 2025, to obtain an up-to-date picture of the implementation of health service strategies at the health center. The focus of the research is to implement the service strategies applied and the obstacles faced in efforts to improve the quality of health services to the local community.

## Results

Health services are one of the important aspects in efforts to improve public health. Community health centers as first-level health facilities have a strategic role in providing quality and affordable health services. The implementation of effective health service strategies at the Kutalimbaru Community Health Center, Medan Tuntungan is key to answering various health challenges faced by the local community. This study aims to analyze how the implementation of health service strategies is applied at the Community Health Center, and to identify factors that influence the success of its implementation.

In this study, in-depth interviews were conducted with 3 informants who had direct experience related to the topic being studied. The researcher interviewed 3 informants, namely

**Table. 1 Informant Characteristics**

No.	Nama Informan	Umur	Jabatan
1.	(Mr. R) Informan Utama	52 tahun	Kepala Puskesmas
2.	(Mis. M) Informan Kunci	45 tahun	Pengelola Administrasi
3.	(MS) Informan Pendukung		Masyarakat

With the title of Health Service Strategy at Kutalimbaru Health Center Medan Tuntungan. So the researcher chose only 3 informants based on the knowledge or experience possessed by the informant related to the object being studied. The observation and interview schedule was carried out on April 23, 2025 and April 30, 2025.

The Head of Kutalimbaru Health Center, Medan Tuntungan stated,

*"The vision and mission of Kutalimbaru Health Center in providing health services are the same as the vision and mission of the Regent of Deli Serdang and the Head of our Office, namely a healthy society, healthy people, healthy economy, healthy infrastructure and sustainable, so what we hope is that we can serve all the people here"*

*"What the health center wants to achieve is one of our targets is if possible all people in the Kutalimbaru area have health insurance, namely the BPJS card."*

*"The organizational structure and management at the Kutalimbaru health center, as the head of the health center, under me there is an administration section, and this administration section oversees several program midwives such as children, immunization and others"*

*"The workflow in this health center is bottom up, meaning there are changes from the bottom because the health center has 4 health posts and 14 village health posts, so all of our village midwives are directly in touch with the community, what are the obstacles in the community, what are the problems and each program holder who seeks a solution, if there is no solution, then report it to me as the person in charge, I will call them all back to sit together to solve the problems in their respective villages"*

*"The health service strategy that has been implemented in this health center, in addition to our services at the health center, we have a schedule of visits to the village, if we expect the community to come directly to the health center it is difficult because the health center, we are far away, some areas are not reachable, so we create a mobile health center in the village, cadres and hamlet heads are involved to help the community, so that all access to health is affordable for the community in the Kutalimbaru area"*

*"The programs that we have done here are many, namely the elderly program, the pregnant mother program, free health checks that are currently being run by the president, integrated health posts for toddlers, all programs are available starting from promotive, preventive, curative, rehabilitative"*

*"The planning and evaluation process of the program here, we have made the planning process for the promotive, preventive, curative ones in each village, to evaluate it we have a meeting every month, so there we see what is lacking in which village or in which hamlet, namely we review it again until the goal of the health center is truly achieved"*

*"The challenge we face is that sometimes the community is still lacking in awareness about health to check the examination even though it is free, even though we have invited some of them, there are still those who do not want to, so that is our task that we must pay more attention to, access and infrastructure are also obstacles for villages that are far from the Kutalimbaru health center"*

The Administrative Management Staff at Kutalimbaru Health Center, Medan Tuntungan stated *"My role and responsibility is to coordinate the performance and attitude of the health center officers to deal with and serve incoming patients"*

*"The steps to implement this are to educate sick patients, adjust them to the officers here to serve incoming patients according to the patient's condition"*

*"To improve health services, namely by providing services in the health center in the form of education, examination, medical services and also patient satisfaction, whether they are satisfied with our services"*

*"Here there is always training, whether it is about training on diseases, training on health, training on the latest applications such as the one that is currently booming, which is checking one healthy Indonesia, we must understand everything from start to finish because there is a comprehensive examination there, there is a special examination for men, special for women, there is rapid HIV, there is a uric acid examination and a cholesterol examination"*

*"Interaction with patients, we consider them as our own family visiting, so we treat them as well as possible even if they come angry or shout or even if they come with a sour face, we must still serve them as best we can."*

*"The strategy we use is to ask the patient, what do they want if they want A but the service is not close to A, we take the middle ground, for example, if they want to refer to Medan even though the application does not provide a Medan service, so we teach them to go from Deli Serdang to Medan."*

*"There are certainly many challenges, the most difficult is explaining the services desired by patients because not all diseases are covered, sometimes there are patients, for example, who only have a sore throat and are asked to go to the hospital, which is impossible, but the patient is clean and hard, then yesterday there was someone with hemorrhoids and asked to be referred to Adam Malik, which is impossible, our doctor is finished and then he will be cursed at, and the worst is their referral directly asks for a type A hospital, but from BPJS it has to be hierarchical, you have to go to a type C hospital first, then type B, then you can go to type A, basically it is difficult to talk to patients because patients feel that they have great rights to the BPJS card even though there are already regulations for everything, there are also limited resources but we can still handle it and so far it is safe"*

The community as supporting informants in the research on the implementation of health service strategies at the Kutalimbaru Medan Tuntungan Health Center agreed with the opinion of the Health Center that there were several main problems in the health service strategy there. The problems agreed upon by the community included the service strategy, namely, the community still had difficulty coming to the health center, they prioritized work such as going to the fields and access for people from outside Kutalimbaru was limited and had an impact on a narrower scope of services. As in the following interview excerpt:

*"Yes, sometimes it is difficult for us to manage our time between going to the fields or having to go to the health center."*

*"The health center is also too far for some villages, so that's why we have a bit of difficulty getting there."*

## **Discussion**

### **Implementation of Health Service Strategy at Kutalimbaru Health Center, Medan Tuntungan**

The implementation of the health service strategy at the Kutalimbaru Health Center is carried out by holding a Mobile Health Center and Village Health Post as an effort to expand access to health services to the community, especially in hard-to-reach areas. The Mobile Health Center functions as a mobile service unit that routinely visits villages around the health center's work area to provide basic health services, such as health checks, immunizations, health education, and minor medical treatment. With the Mobile Health Center, people who live far from the health center center still get adequate health services without having to travel long distances, thus increasing the coverage and equality of health services in Kutalimbaru District.

In addition to the Mobile Health Center, the Village Health Post is also an important part of the health service strategy at the Kutalimbaru Health Center. The Village Health Post acts as a first-level health service point in the village, managed by local health workers such as village midwives or health cadres. This post serves promotive and preventive activities, such as services for pregnant women, toddlers, immunization, and community health education. With the Village Health Post, the health center can reach the community more intensively and sustainably, while empowering village communities to actively participate in maintaining the health of their environment and families. This strengthens the partnership between the health center and the village community in an effort to improve health as a whole.

The implementation of the Mobile Health Center and Village Health Post at the Kutalimbaru Health Center is also supported by good coordination between health center health workers and village officials and the local community. This strategy not only improves access to and quality of health services, but also strengthens the referral system and health supervision at the village level. Thus, the implementation of these two programs significantly helps reduce morbidity and mortality rates,

especially in vulnerable groups such as pregnant women and children. The Kutalimbaru Health Center continues to optimize these two services through officer training, regular monitoring, and development of facilities and infrastructure so that health services can run effectively and sustainably.

In a study conducted in 2018 in Sleman Regency, Sulastris found that community involvement, availability of medical personnel, and leadership of the head of the health center were factors that determined the success of the health service strategy. Siregar and Tambunan (2020) conducted a study on service strategies at the Medan Johor Health Center and found that a community-based approach and local cultural adaptation were two important components that ensured the strategy was effective. According to Putri (2019), planning and routine evaluation of the implementation of health programs are very important for the success of services at the primary level. The results of previous studies are reinforced, and this study covers the Kutalimbaru area in Medan Tuntungan. Through a promotive and preventive approach, the Kutalimbaru Health Center implements a service strategy that is in accordance with the needs of the local community. This is in accordance with the strategy theory according to Terry and policy implementation according to Edward III. Community support and the commitment of the health center leadership are also strengthening factors that are in line with the study by Sulastris and Notoatmodjo (Hasibuan et al., 2024).

### **Utilization of Funds and Resources to Support Service Strategy**

The utilization of funds and resources at the Kutalimbaru Health Center is an important part in supporting various comprehensive health service strategies, starting from programs for the elderly, pregnant women, to free health checks that are being promoted by the central government. Funds from various sources, such as JKN capitation funds, operational funds from the APBD, and special funds such as the Health Operational Fund (BOK), are used optimally to finance promotive, preventive, curative, and rehabilitative programs. For example, these funds are allocated for the provision of medical equipment, the implementation of integrated health posts for toddlers, and health service activities for pregnant women and the elderly. With good management, the Kutalimbaru Health Center is able to increase the coverage of more equitable and quality health services for the community in its working area.

Programs such as integrated health posts for toddlers, maternity services, and free health check-ups are a manifestation of the implementation of a comprehensive health service strategy. Integrated health posts play an active role in providing promotive and preventive services, such as immunization, monitoring child growth and development, and nutrition counseling. Pregnant women programs receive special attention through routine pregnancy monitoring and the provision of iron tablets to prevent anemia, while free health check-ups supported by national policies provide access to curative and rehabilitative services for underprivileged communities. All of these programs are supported by trained human resources and carefully managed financial resources, so that services can run effectively and sustainably. With good management of funds and resources, the Kutalimbaru Health Center is able to run various health programs in an integrated manner, covering promotive, preventive, curative, and rehabilitative aspects according to community needs.

### **Supporting and Inhibiting Factors for Strategy Implementation**

The main supporting factor in the implementation of health service strategies at the Kutalimbaru Health Center is greatly influenced by the full support of the Regent of Deli Serdang and the Head of the District Health Office. This support is realized through the provision of adequate budget, facilitation of training for health workers, and procurement of facilities and infrastructure that meet health service standards. In addition, good coordination between the local government and the Health Center strengthens the implementation of health programs, such as integrated health posts, maternity services, and elderly programs. The commitment of the regional leadership is also reflected in policies that

prioritize promotive and preventive services, thus encouraging an increase in the quality and coverage of health services in the Kutalimbaru community.

However, on the other hand, there are several obstacles that arise from the community that affect the effectiveness of the implementation of health service strategies. One of the main obstacles is the low level of awareness and participation of the community in maintaining health and utilizing available health services, such as integrated health posts and free health checks. Certain cultural factors and habits can also sometimes be obstacles, for example in terms of reluctance to participate in immunization programs or routine checks at the Health Center. In addition, limited transportation facilities and geographical access in some village areas make it difficult for people to reach health facilities, thus hampering the optimization of the service strategies that have been designed.

In addition to community factors, internal obstacles such as limited health workers and facilities at the Community Health Center are also obstacles in implementing health service strategies. Although local government support is quite strong, the availability of adequate medical personnel and supporting facilities still needs to be improved so that services can run more optimally and evenly. This sometimes causes long queues and long waiting times, which have the potential to reduce public satisfaction with health services. Therefore, synergy between local governments, Community Health Centers, and the community is very important to overcome these obstacles, with efforts to improve health education, strengthen human resources, and improve infrastructure and accessibility of health services.

### **Impact of Strategy Implementation on Public Service and Satisfaction**

The implementation of health service programs such as the elderly program, the pregnant women program, free health checks promoted by the central government, and integrated health posts for toddlers have had a significant impact on health services and public satisfaction. The free health check-up program, for example, is able to reduce the burden of health costs for low-income communities, thereby increasing public access to basic health services without having to worry about costs. The pregnant women program that involves routine antenatal checks at health centers also contributes to reducing maternal and infant mortality rates by intensively monitoring the health conditions of the mother and fetus, so that the community feels safer and better served.

In addition, integrated health posts as centers for promotive and preventive services for toddlers have a positive impact on monitoring children's growth and development and providing essential immunizations to prevent disease. Elderly programs that provide free regular health checks also improve the quality of life of the elderly with early detection of disease and better monitoring of health conditions. All of these programs integrate promotive, preventive, curative, and rehabilitative services comprehensively so that the community receives comprehensive health services. This directly increases community satisfaction with health services because they feel that the health needs of the entire family, from children to the elderly, are met continuously.

Another visible impact is the increase in the use of health services, especially for the poor and underprivileged who are members of the National Health Insurance Program (JKN). This program increases the probability of people to use outpatient and inpatient services, while reducing the burden of direct expenditure (OOP) costs which have been the main obstacles in accessing health services. With the existence of free health checks and well-running promotive-preventive programs, people have become more aware of the importance of maintaining their health and routinely checking themselves, so that their quality of life improves and trust in health services at the Kutalimbaru Health Center is strengthened.

## Conclusion

Partnership and community empowerment strategies are the main keys to improving access and quality of health services. Through close cooperation between the Health Center, Integrated Health Posts (Posyandu), village government, and various related parties, health programs for pregnant women, adolescents, and toddlers can run effectively, thereby reducing the risk of stunting, anemia, and increasing immunization coverage. This integrated approach not only improves curative services, but also promotive, preventive, and rehabilitative services in a sustainable manner in the Kutalimbaru Health Center work area.

In addition, resource management, both in terms of health workers, facilities, and funds, has supported the implementation of optimal health service strategies. The availability of adequate facilities and infrastructure, sufficient budget support, and ongoing training for health workers strengthen the effectiveness of the programs being run. Although there are several obstacles such as limited resources and geographical access, the Kutalimbaru Health Center is able to manage these obstacles through good coordination and efficient use of funds, including the use of budget surplus funds (SiLPA) to improve facilities and services.

## Suggestion

Overall, the implementation of health service strategies at the Kutalimbaru Health Center has a positive impact on improving the quality of services and public satisfaction. Holistic services that involve various sectors and active community participation make health programs more effective and sustainable. Recommendations for future development are to strengthen cross-sector partnerships, improve health education for the community, and continue to increase the capacity of health workers and facilities to answer the challenges of future health services.

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