



Analysis of the Implementation of Community Health Center Accreditation Policy in the Field of Leadership and Management

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Abstract

In order to improve the quality of services at the Health Center, there must be a measuring tool for achieving standards and achieving service quality standards, namely by accrediting first-level health facilities. This study aims to analyze the implementation of the Health Center accreditation policy in terms of leadership and health center management, as regulated in KMK No. 165 of 2023. This research method is qualitative with a case study design, data collection in the form of in-depth interviews, observation and documentation. Data analysis using Nvivo software, data validity is strengthened through triangulation of sources and methods, and confirmation to informants to ensure the accuracy of the data obtained. The results of the study indicate that there is a discrepancy in the aspect of human resource management with the KMK No. 165 of 2023 standard. The limited number of health workers, the imbalance in workload, and the less than optimal facilitation of employee competency development are important notes that must be followed up. In addition, the dissemination of service information has not fully reached all levels of society, especially vulnerable groups such as the elderly. Therefore, further efforts are needed to improve the quality of health services at the Rahuning Health Center.

Introduction

According to Regulation of the Minister of Health Number 43 of 2019 concerning Community Health Centers. Community Health Centers abbreviated as Puskesmas are health service facilities that organize public health efforts and first-level individual health efforts with promotive, preventive, curative and rehabilitative efforts to achieve the highest level of public health in their working area (Slivšek et al., 2024; Budi et al., 2024; Ab et al., 2020).

In an effort to improve the quality of services at the Community Health Center, there must be a measuring tool for achieving standards and achieving quality of service, namely by carry out accreditation of primary health facilities (FKTP) (Firdhaus et al., 2021; Sukohar et al., 2020; Suwandi et al., 2025). Accreditation is a recognition of a health center institution, which is given by an independent accreditation institution appointed by the minister after meeting the service standards of health facilities. the first level to continuously improve the quality of service. After meeting the FKTP service standards, the accreditation organizing institution is appointed by the minister to provide accreditation that aims to improve services in a sustainable manner (Indriantoro et al., 2023; Mokodompis & Wiyadi, 2024; Fatikah & Santoso, 2023).

According to the Regulation of the Minister of Health of the Republic of Indonesia Number 34 of 2022 concerning Community Health Centers, Accreditation is a recognition of the quality of Community Health Center services, after an assessment was carried out that the Health Center had met the standards. In the Regulation of the Minister of Health Number 34 of 2022 concerning health centers, it is mandatory to be accredited and implemented periodically at least three times once a year (Chaitkin et al., 2022; Shiffer et al., 2019).

Accreditation of Primary Health Facilities is an effort to improve the quality and performance of services carried out by building a quality management system, implementation of public health efforts, and clinical service systems to meet the established accreditation standards and applicable laws and regulations and guidelines (Ministry of Health). Health of the Republic of Indonesia, 2014). In implementation of the policy accreditation standards underwent several changes to become KMK Number HK.01.07/MENKES/165/2023 concerning Accreditation Standards for Public Health Centers (Ananda et al., 2022).

The government through the Decree of the Minister of Health Number 165 of 2023 concerning the Accreditation Standards for Community Health Centers, states that the accreditation standards for community health centers consist of 5 Chapters, 35 Standards, 82 Criteria and 328 Assessment Elements. Each chapter will be described in standards, each standard will be described in criteria, each criterion will be described in EPs for assess the achievement of these criteria. With the assessment criteria consisting of CHAPTER 1 on Leadership And Management Health Center (KMP), CHAPTER 2 about Implementation Effort Public Health (UKM), CHAPTER 3 about Implementation Effort Individual Health (UKP), CHAPTER 4 on National Priority Programs (PPN) and CHAPTER 5 on Improving the Quality of Health Centers (PMP).

Of the five chapters in the accreditation standards, Chapter 1 Leadership and Management of Health Centers (KMP) is the most fundamental part. In the implementation of Health Center accreditation, aspect leadership And management hold role important in ensure that the quality of service runs in a focused and sustainable manner. Good leadership able to provide clear direction, while effective management helps in the overall management of resources and services (Armstrong, 2012; Imboden, 2014; Armstrong, 2016; Hao & Yazdanifard, 2015). These two aspects are interrelated and become the basis for achieving the established standards.

This research focuses on the implementation of accreditation standards as stated in Chapter 1 of the Decree of the Minister of Health Number 165 of 2023, namely concerning the Leadership and Management of Health Centers. There are three main criteria that are of concern in this study, namely planning and ease of access for service users, organizational governance, and human resource management (Arulrajah, 2016; Rahman et al., 2018; Shaddiq & Irgan, 2023; Al Shobaki et al., 2017; Oliveira et al., 2021). The selection of this focus was made because these three aspects greatly determine the quality of service provided and are part of the accreditation assessment in the field of administration and management.

Rahuning Health Center has now been fully accredited. However, this achievement does not fully reflect the suitability between policy implementation and real conditions in the field. Initial observation results show that there is still a shortage of health workers and an unbalanced workload (Mæstad et al., 2010; Okyere et al., 2017; Shihundla et al., 2016; Govule et al., 2015; Kpebo et al., 2022). In addition, facilities for improving employee competency have not been optimized. This condition shows that human resource management is still not fully fulfilled (Mokodompis & Wiyadi, 2024). Based on this, this study aims to analyze the implementation of health center accreditation policies in the field of health center leadership and management, as regulated in KMK No. 165 of 2023.

Zega et al. (2022) explained that weaknesses in human resource management, such as workload imbalance and limited health workers, can have a direct impact on the quality of services. This

is in line with the conditions at the Rahuning Health Center which shows that the workload not evenly distributed and competence health workers are not fully facilitated. Based on this, this study aims to analyze the implementation of the health center accreditation policy in the field of health center leadership and management, as regulated in KMK No. 165 of 202.

Methods

This study uses a qualitative method with a case study design. The case study was chosen because it allows researchers to deeply understand the implementation of accreditation policies at the Rahuning Health Center, especially in the aspects of health center leadership and management which are the main indicators in the accreditation standards of CHAPTER 1 Health Center Leadership and Management (KMP).

The research was conducted at the Rahuning Health Center, Jl. Pasar Rodi Hamlet V Rahuning I, Rahuning District 21273. The research period took place from January to March 2025. Informants in research This consists of Informants 1 (Head Health Center), Informant 2 (Head Layout Business), Informant 3 (Administration Responsible Person) and Informant 4 (Quality Team).

Data collection was conducted through in-depth interviews, observation and documentation. Interview data were analyzed using the interactive analysis model from Miles and Huberman which includes the stages of data reduction, data presentation, and drawing conclusions. In addition, the analysis The data was also assisted by NVivo software to facilitate coding and organizing data systematically. Data validity was strengthened through triangulation of sources and methods, as well as confirmation to informants to ensure the accuracy of the data obtained..

Result and Discussion

Characteristics informant in study This can in Look on table under This:

Table 1. Characteristics Informant

Informant	Type Sex	Age	Position
Informant 1	Man	56	Head Health Center
Informant 2	Woman	51	Head Layout Business
Informant 3	Woman	42	Acting Administration
Informant 4	Woman	34	Team Quality

The data analysis used by researchers in this study was using the assistance of the Nvivo 12 Pro software application. The use of this application is very helpful for researchers in analyzing data which has researcher get through interview resource persons in this study.

Based on the results of the analysis of interview data using the feature, one of the features of the NVivo software to display text visually is Word Frequency Query. This feature helps researchers display the frequency of interesting and informative words. Based on the search results with this feature, a collection of the most frequently appearing words in the data displayed in Figure 1 was obtained. the word "Puskesmas" dominates the conversation with the informant, followed by the words "Service", "Administration", "Management", "Leadership" and "Accreditation". The researcher presents it in the form of a word cloud as follows:

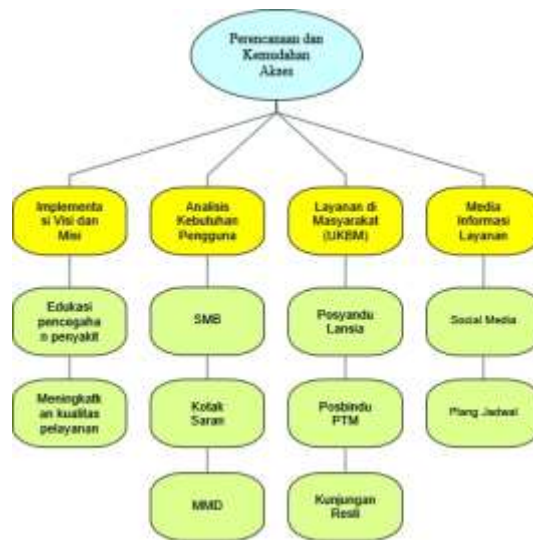


Figure 2. Planning And Convenience Access

Source: Data Which processed with Nvivo (2025)

In the image above, you can see clearly that there are several components that influence planning. and ease of access for service users, namely, implementation and vision and mission, user needs analysis, community services (UKBM), and service information media.

Organizational Governance

Information on organizational governance related to accreditation at the Rahuning Health Center was obtained from Informants are to ensure that each employee understands their duties and authorities. and its responsibility is for Rahuning Health Center to implement the following rules:

" with every morning assembly, it is mandatory to read out the vision, mission and values of the health center, and also provide a monthly report before the 25th " (Informant 1)

Rahuning Health Center implements an integrated reporting system to document the implementation of activities.

" In documenting the implementation of activities, we use a system reporting and recording via program link each or reported manually per month to DMKS to ensure transparency and fulfillment of accreditation standards " (Informant 3)

In an effort to strengthen the health service system, the Community Health Center actively manages the service network through collaboration with various parties. Based on information from informants, this network not only strengthens the referral system , but also improves access and quality of services. through routine coordination and periodic reporting.

" The health center manages the service network through collaboration with TMPD, involving clinic first, BPS, TMPD, and midwife village (Bides). This network strengthens the referral system, improves access to services, and ensure quality of service through routine coordination and periodic reporting " (Informant 1)

Patient data security is a primary concern, access to this data is restricted to authorized personnel only, such as medical personnel and admins who are responsible for managing medical records.

"We maintain the security of patient data through Electronic Medical Records (EMR), so access to this data is limited only to authorized personnel, such as medical

personnel. And admin Which responsible answer in management record medical” (Informant 3)

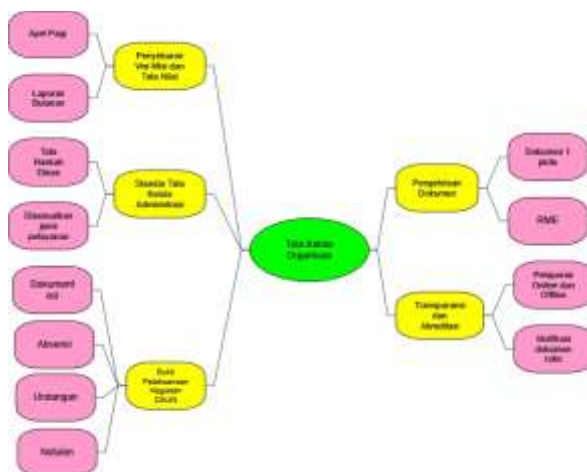


Figure 3. Organizational Governance

Source: Data processed with Nvivo (2025)

In the image above, we can see that there are several components that influence organizational governance in the Health Center, namely the dissemination of the vision, mission and values, administrative governance standards, evidence of activity implementation, and accreditation management.

Human Resource Management

Results of in-depth interviews on human resource management related to accreditation at Rahuning Health Center information obtained from Informants, namely: The Health Center determines the type and number of Human Resources needed. (HR) through workload analysis and needs planning by measuring the number and type of services provided:

“ through workload analysis and needs planning by measuring the number and type of service, evaluate available manpower, based on service needs ” (Informant 1)

The limitations of human resources are a major concern considering the existence of the gap between service needs and human resource availability at the Community Health Center.

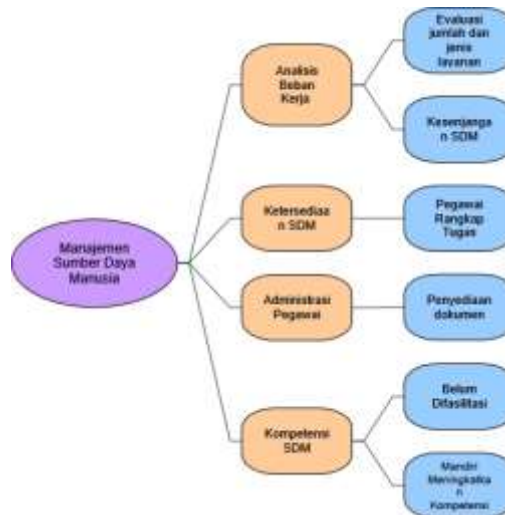
"The number of health workers is currently insufficient, considering that there is still a gap between the need for services and the availability of human resources at the Community Health Center" (Informant 2)

Besides That, burden Work at the Health Center Also rated Not yet in accordance with number of existing human resources:

" The workload is also not yet appropriate, because there are still some employees who have dual duties, such as health workers and... health promotion tasks, midwives also have nutrition duties, medical records are filled in by nurses " (Informant 4)

The Health Center has not yet facilitated the fulfillment of employee competencies, so employees are expected to improve their competencies independently.

" The health center has not yet facilitated the fulfillment of employee competency, so if we want to improve competency, we have to do it independently " (Informant 3)



Picture 4. Management Source Power Man

Source: Data Which processed with Vivo 2025

In the image above, we can see carefully several components that influence human resource management, namely, workload analysis, HR availability, employee administration and HR competencies.

Planning and Ease of Access for Service Users

The interview results show that as a form of fulfilling the needs of service users, Rahuning Health Center routinely conducts patient needs analysis through self-awareness surveys and through suggestion boxes. This step carried out in an effort to receive and follow up on feedback or complaints from the public.

To improve access to health service information, the Rahuning Health Center utilizes various media such as the health center's social media and service information signs that are installed in the area health center. On the other hand, to expand the reach of health services, Rahuning Health Center organizes various UKBM (Human Resource Health Efforts) services such as elderly integrated health posts, PTM integrated health posts, pregnant women integrated health posts, and also MPASI provision visits.

However, in its implementation there are still several challenges faced. Community participation in providing feedback back through suggestion box yet fully running optimally, because some people are still reluctant to provide written input. In addition, although the Rahuning Health Center has utilized social media to disseminate information, not all people can access the information, especially the elderly who rarely use social media. Therefore, the Rahuning Health Center needs to find a more effective strategy so that service information can reach all groups and encourage community participation in improving the quality of health services.

Organizational Governance

An important aspect emphasized in KMK No. 165 of 2023 is the importance of having a management system that transparent and accountable in administration management and reporting. Administrative governance is an important part in supporting effective services in the Health Center, in accordance with KMK No. 165 of 2023. At the Rahuning Health Center, these efforts are carried out through routine reading of the vision and mission at every morning assembly, as well as monthly reporting before the 25th. Coordination also runs well through cross-program mini workshops, routine meetings, and the implementation of SK and SOPs which serve as work guidelines.

The administration is arranged based on the official script of the Asahan District Health Office and is adjusted to the types of services available at the health center. Documents managed systematically through a one-door system by admin officers, and stored in physical and digital form.

The reporting system is carried out through program links and manual reporting to DMKS. Each activity is documented with evidence that meets the requirements LEAF elements. Patient data management has also implemented an Electronic Medical Record (EMR) system that can only be accessed by authorized personnel. To support the optimization of recording (Edmund et al., 2009; Rajput et al., 2019; Fraser et al., 2005; Wong & Bradley, 2009). This shows that the Health Center does not only focus on achieving administration, but also maintain the quality and confidentiality of data. The health center also builds a service network with various parties such as primary clinics, village midwives, and TMPD for strengthening the referral system and expand service access.

Human Resource Management

Human resources are one of the most important things in realizing an implementation. Human resources greatly determine the success of a program to be achieved (Zega et al., 2022; Belout & Gauvreau, 2004; Tooranloo et al., 2017). Human resource management is the provision of an adequate number of health workers. And competent For fulfil need service. KMK No. 165 Year 2023 emphasizes the importance of having sufficient health workers , with appropriate competencies to support various health service programs. Even though the Rahuning Health Center has received full accreditation, based on analysis from informants it was found that The number of health workers is still limited, health workers do not have the appropriate competencies and have not facilitated the fulfillment of employee competencies (LeBan et al., 2021).

Based on the results of interviews with informants, it was found that there were still several health workers known to be holding dual duties outside of the main tasks, such as health workers who also handle health promotion, midwives who also fill nutritional duties, to the nurse who fill the recording role medical. This condition shows that the distribution and the amount power is not ideal, so workload becomes unbalanced.

Zega et al. (2022) explained that weaknesses in human resource management, such as workload imbalance and limited health workers, can have a direct impact on the quality of service. This is in line with the conditions at the Rahuning Health Center which shows that the workload not evenly distributed and competence health workers are not fully facilitated.

Conclusion

This study shows that the implementation of accreditation policies at the Rahuning Health Center, specifically in aspect leadership And management, Already leading on improving the quality of service. The health center has attempted to meet standards by increasing access information, the preparation of more structured governance, and strengthening the service network. However, the findings in the field is still show some challenges that need to be addressed, especially in human resources.

The still limited number of health workers, the imbalance in workload, and the less than optimal facilitation of employee competency development are important notes. which must be followed up. In addition, the dissemination of service information has not fully reached all levels of society, especially vulnerable groups such as the elderly.

Therefore, further efforts are needed in the form of more strategic HR planning, increasing digital literacy in the community, and strengthening managerial functions to ensure that the implementation of accreditation policies can run optimally in improving the quality of health services at the Rahuning Health Center.

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