

Adapting to Transformations in Hospital Structure: A Case Study at Manguharjo Lung Specialist Hospital, Madiun

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ABSTRACT

Background: Manguharjo Lung Specialist Hospital is a type C hospital in Madiun. Along with global health trends, health needs are increasing and varying. So the Management of Manguharjo Lung Hospital innovated to improve more diverse services by changing the form to a general hospital with a Man, Money, Method, Material, Market approach. The aim of this study was to examine the preparation of a non-pulmonary disease treatment program at the Manguharjo Lung Specialist Hospital, East Java, Indonesia.

Subjects and Method: This qualitative study uses a case study approach, involving 4 hospital staff, 3 patients, 3 East Java Health Office officials, and 3 local community leaders. Data sources include interviews and a review of the hospital's strategic development plans and supporting documents.

Results: Five themes emerged: (1) Opportunities for conversion, supported by strategic location, adequate resources, and community demand for non-pulmonary services; (2) Supporting factors, including skilled human resources and the potential for increased hospital income; (3) Public perception, where the hospital is still viewed primarily as a lung service facility, deterring broader usage; (4) Obstacles, particularly lack of approval from the East Java Health Office; (5) Efforts, such as opening non-lung services and preparing human resources and facilities.

Conclusion: Manguharjo Lung Specialist Hospital has significant potential to transition into a general hospital due to strong supporting factors like skilled personnel. However, challenges like public perception and institutional approval must be addressed.

Keywords: change of form, lung specialist hospital, general hospital

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BACKGROUND

Indonesia is a country with the third highest rate of TB sufferers in the world after China and India. Data in 2020 shows that as many as 824 thousand patients suffer from TB

disease with deaths reaching 43,268 in 2021 (East Java Health Service, 2023). East Java is the province with the highest number of TB sufferers in Indonesia, with the number reaching 41,693 in 2023. The high number of

sufferers requires special treatment, so a lung hospital was formed, one of the focuses of which is treating Tuberculosis in East Java Province (BPS Java Province East, 2022).

The high number of lung disease sufferers in East Java has resulted in the province of East Java establishing a special lung hospital in East Java. Several lung hospitals under the East Java Regional Government, such as the Manguharjo Lung Hospital, East Java Province, the Jember Lung Hospital, the Surabaya Lung Hospital which is now the Husada Prima Hospital and the Pamekasan Lung Hospital.

Manguharjo Lung Hospital is a type C hospital in Madiun. This hospital was initially established because of the large number of lung sufferers in East Java, especially around Madiun, so the Madiun Center for Lung Disease Eradication and Prevention (BP4) was formed. Due to developments over time, it has changed its form to become a Regional Public Service Agency (BLUD). As community needs increased, the Manguharjo Lung Hospital in East Java Province was formed (Manguharjo Lung Hospital, 2023).

Along with global health trends, health needs are increasing and varying. So the Manguharjo Lung Hospital Management innovates to improve more diverse services. This improvement in services is not only focused on lung disease services, but on other specialist or sub-specialist services (Nadilla et al, 2016). Because service innovation is really needed to meet community needs, especially in the health sector (Putri and Handaruan, 2023). Fulfilling public health is one of the government's obligations in creating a healthy society in accordance with the mandate of the law (Oktarina et al, 2023). On the other hand, increasing innovation can increase the number of customers and increase the profits of the hospital itself (Kurniawan et al, 2023).

Innovators are people interested in everything new. They want to be the first to try innovation, or even be the initiator of the innovation themselves. Innovations in changing services not only for lung diseases also need to be considered carefully. Based on the referral guidelines of the Health Social Security Administering Agency (BPJS Health), referrals must be carried out in stages from first level health facilities for primary care, to second level health facilities for specialist doctor services and third level health facilities for further services for sub specialist doctors (BPJS , 2022). Based on this scheme, special lung disease services are less relevant to the multilevel referral system. Based on the Minister of Health's Regulation regarding Guidelines for the Implementation of National Health Insurance, it indirectly states that special hospitals only specifically provide health services in a certain scope, namely respiratory diseases, but the public's health needs are not only about respiratory diseases (Minister of Health, 2014). On the other hand, Manguharjo Lung Hospital as a government-owned hospital is obliged to make the BPJS program a success, so this is contradictory.

Hospital development can be seen according to the 5M theory including Man, Money, Method, Material, Market. Man includes human resources in development requiring additional health staff. Money includes the financing required for development which must be measured properly. The method is a blueprint for a long-term plan from the hospital to making it a superior hospital in accordance with the plans of the East Java Provincial Health Service as the parent. Materials include other resources owned by the hospital and plans to add other resources such as treatment buildings and other facilities. Market to ensure that all service users really need additional non-lung

disease health services or not (Indah and Zein, 2023).

A comprehensive assessment of the plan to open non-pulmonary health services needs to be carried out. This assessment includes an assessment of the internal structure from within the hospital itself or externally, both from the lay public and from the East Java Provincial government as the main parent institution.

SUBJECTS AND METHOD

1. Study Design

The research that will be used is a qualitative approach with a case study approach regarding preparations for opening a non-lung disease treatment program at the Maguharjo Lung Specialist Hospital, East Java Province. The research was conducted between June and August 2023. The researchers wanted to explore the response of all parties involved, both internally at the hospital, the community as users of health services and the East Java provincial health service as the parent institution of the Maguharjo Hospital, East Java Province.

2. Study Informants

Researchers divided the research into 4 main parts. First, researchers conducted internal research at the hospital by interviewing directors and unit heads. In the second part, researchers conducted interviews with participants who used health services, namely patients, families and the community. Researchers looked for data in the medical record section to find identity and contact numbers who could be contacted. Researchers contacted potential participants and explained the purpose of the research. After agreeing on the time and place, conduct the interview online via Zoom or Google Meet. Researchers recorded all conversations via the application. In the third part, researchers conducted interviews with the East Java Provincial Health Service. After

the researcher received a reply for the research, the researcher immediately looked for contact with the department head or section head to carry out the interview procedure. The sampling technique in this research used the snowball sampling technique.

3. Study Variables

The variables in this study are opportunities for conversion, supporting factors, public perception, obstacles, and efforts.

4. Operational Definition

Opportunities for conversion refer to factors, conditions, or external circumstances identified by participants or documented evidence that present favorable conditions for transforming Manguharjo Lung Hospital into a General Hospital.

Supporting factors are the internal or external resources, strengths, or conditions that facilitate this transition, including the hospital's infrastructure, the competency of existing medical staff, alignment with government healthcare policies, and collaborations with health agencies.

Public perception captures the opinions, attitudes, and beliefs of the community and stakeholders regarding the hospital's current status and its potential conversion, focusing on trust levels, perceived quality of services, expectations for expanded offerings, and concerns about the transition process.

Obstacles are the challenges, barriers, or limitations that hinder the hospital's transition, such as budget constraints, resistance to change, gaps in staff expertise, bureaucratic hurdles, or opposition from the community.

Efforts represent the specific actions, strategies, or plans undertaken to facilitate the conversion process, including developing new infrastructure, recruiting and training staff, conducting outreach programs to build public support, and organizing strategic planning initiatives.

5. Study Instrument

In qualitative research, the research instrument or tool is the researcher himself. Therefore, researchers as instruments must also be "validated" to what extent qualitative researchers are ready to carry out research and then go into the field. Interview tools in the form of a laptop and zoom application for conducting remote interviews. The researcher also prepared an interview guide, as a guide that the researcher used when conducting interviews with participants.

6. Data Analysis

Validity can be defined as the degree of accuracy between the data that occurs in the research object and the data that can be reported by the researcher. Data in qualitative method research is said to be valid if there is no difference between the researcher and what happened to the subject being studied. According to Sugiyono, testing the validity or validity of data in qualitative research is testing credibility (internal validity), transferability (external validity), dependability (reliability), and confirmability (Objectivity) (Sugiono, 2013).

7. Research Ethics

The research is qualitative with data collection techniques in the form of interviews, so that participants only experience losses in the form of a loss of 15-30 minutes of time in the data collection process. The research has passed the ethical test carried out at the Ethics Commission of the Doctor Moewardi Surakarta Regional Hospital with ethical number 1.366/VII/HREC/2023 on July 31 2023.

RESULTS

1. Place

This research was conducted at the Manguharjo Madiun Lung Specialist Hospital between July and August 2023. The Manguharjo Lung Hospital (RSPM) Madiun is a type C special hospital UPT for the East Java

Provincial Health Service. This hospital is located on Jl. Yos Sudarso no. 108-112 in the northern part of Madiun City. The operational permit is based on the direction of the Director of Investment and Services for the Madiun City Integrated Services Complex Number: 503.15/0001/401.106/2021 Operational Permit for Madiun Manguharjo Lung Hospital. Manguharjo Lung Hospital (RSPM) Madiun was previously called the Center for the Eradication and Prevention of Lung Disease (BP4) Madiun.

Lung Hospital In line with the developed vision and mission, RSPM Madiun is determined to provide services with a vision, namely "To become a National Standard Hospital with equitable and quality services". As well as developing a mission, namely a) Providing health services, especially lung and respiratory diseases that are of high quality, effective and efficient in a complete manner for the community, b) Carrying out transparent and accountable management, c) Developing a network of partnerships, coordination and research with related institutions and institutions in health care. Even though RSPM Madiun has only been established for a short time, it managed to obtain Plenary accreditation status from the LARS DHP Hospital Accreditation Institute on December 23 2022.

The location of the Manguharjo Madiun Lung Hospital is in the middle of the city and is located on a relatively strategic provincial road. But it needs to be considered that Madiun city has several hospitals such as RSUD dr. Soedono Madiun, Madiun City Hospital, Santa Clara Hospital, RSIA, Siti Aisyah Hospital, DKT Hospital and other hospitals around Madiun City. These considerations mean that changing the Manguharjo Lung Hospital into a general hospital requires very careful consideration.

The types of services provided include lung specialist clinics, asthma and COPD

clinics, internal medicine clinics, TB clinics, medical rehabilitation clinics, psychology clinics, children's clinics, smoking cessation clinics, nerve clinics, SP Ortodontist dental clinics, surgical clinics, heart clinics, obstetric genocology clinic. All these clinics are served

by specialist doctors. Apart from that, there are inpatient units, emergency rooms, surgical and pulmonary surgery units, one day care units, nutrition service units, pharmacy units, laboratory units and other health service support units.

Table 1 Human resources of Manguharjo Lung Hospital Madiun

| Type of Employment | Total of Human Resource | Type of Employment | |
|--|-------------------------|--------------------------|----------|
| | | Permanent /Civil Servant | Contract |
| Basic Medical Personnel | 11 | 8 | 3 |
| General practitioners | 10 | 7 | 3 |
| Dentist | 1 | 1 | 1 |
| Basic Medical Personnel | 3 | 1 | 2 |
| Surgeon Specialist | 1 | 0 | 1 |
| Pediatrician | 1 | 0 | 1 |
| Internal Medicine Specialist | 2 | 1 | 1 |
| Specialist in Obstetrics and Gynecology | 1 | 0 | 1 |
| Basic Sub-Specialist Medical Personnel | 0 | 0 | 0 |
| Cardiovascular Thoracic Surgeon Specialist | 0 | 0 | 0 |
| Orthopedic Specialist Doctor | 0 | 0 | 0 |
| Medical Support Specialist Staff | 1 | 1 | 1 |
| Anesthesiology Specialist Doctor | 0 | 0 | 0 |
| Radiology Specialist Doctor | 1 | 1 | 0 |
| Clinical Pathology Specialist Doctor | 1 | 0 | 1 |
| Other Specialist Medical Personnel | 4 | 2 | 2 |
| Lung Specialist Doctor | 3 | 2 | 1 |
| Heart & Blood Vessel Specialist | 1 | 0 | 1 |
| Neurology Specialist | 1 | 0 | 1 |
| Dental and oral surgeon specialist | 1 | 0 | 1 |
| Paramedics and Other Health Personnel | 85 | 58 | 27 |
| D3 Nursing | 38 | 26 | 12 |
| Bachelor's Degree in Nursing | 36 | 11 | 25 |
| Pharmacist | 3 | 2 | 1 |
| D3 Nutrition | 4 | 4 | 0 |
| S1 Nutrition | 0 | 0 | 0 |
| D3 Anesthesia | 1 | 1 | 0 |
| D3 Medical Records | 3 | 1 | 2 |
| D3 Environmental Engineering | 2 | 2 | 0 |
| D3 Medical Engineering | 2 | 2 | 0 |
| D3 Pharmacy | 4 | 3 | 1 |
| D3 Health Analyst | 8 | 4 | 4 |
| D3 Radiology | 5 | 4 | 1 |
| D3 Physiotherapy | 3 | 1 | 2 |

| Type of Employment | Total of Human Resource | Type of Employment | |
|--------------------------------|-------------------------|--------------------------|----------|
| | | Permanent /Civil Servant | Contract |
| Bachelor of Public Health | 3 | 2 | 1 |
| Bachelor of Psychology | 1 | 1 | 0 |
| Non-Medical Personnel & Others | 51 | 21 | 30 |
| Total | 158 | 92 | 66 |

Increasing the number of human resources also indirectly increases the number of visits to this hospital. The hospital's strategic planning document

shows an increase in the number of visits, from 2021 there were 2006 visits, increasing to 2,582 visits in 2022 2600 and in 2023 to 2600.

Table 2. Participant Characteristics

| The Origin of Participants | Age | Gender | Education | Position | Note |
|----------------------------|-----|--------|-----------------|--|----------------------|
| RSP Manguharjo | 37 | Male | Bachelor Degree | Staff | Key Informants |
| RSP Manguharjo | 41 | Female | Master's Degree | Planning Staff | Key Informants |
| RSP Manguharjo | 52 | Male | Master's Degree | Head of Administration Subdivision | Key Informants |
| RSP Manguharjo | 53 | Female | Master's Degree | Head of Services | Key Informants |
| RSP Manguharjo | 32 | Female | Bachelor Degree | Public figure | Supporting Informant |
| RSP Manguharjo | 35 | Female | Bachelor Degree | Public figure | Supporting Informant |
| RSP Manguharjo | 62 | Male | JHS | Public figure | Supporting Informant |
| Dinkes Jatim | 52 | Male | Master's Degree | Head of Primary Health Services | Main Informant |
| Dinkes Jatim | 47 | Female | Bachelor Degree | Primary Health Services Sie Staff | Main Informant |
| Dinkes Jatim | 54 | Male | Master's Degree | Primary Health Care Functional Officer | Main Informant |

2. Research Theme

This research was conducted at the Manguharjo Lung Hospital in Madiun using 10 participants to obtain five research themes, namely: 1) Opportunities for converting the Manguharjo Lung Hospital into a General Hospital; 2) Supporting factors for switching from Manguharjo Lung Hospital to a General Hospital; 3) Public perception of Manguharjo Lung Hospital; 4) Obstacles to the Manguharjo Lung Hospital switching to

a General Hospital; 5) Efforts are being made to convert the Manguharjo Lung Hospital into a General Hospital.

Theme 1: Opportunities for Converting Manguharjo Lung Hospital to a General Hospital

In this theme there are three sub-themes, namely a) Strategic location of the hospital; b) Unavailability of non-pulmonary services at Manguharjo Lung Hospital; c) Non-

pulmonary services are really needed by patients.

Sub Theme 1: Regarding strategic hospital locations.

The strategic location of the hospital in the city center, as stated by participant 1, is as follows:

"...the supporting factor is that the place is there and the number one is that the lung hospital is strategically located in the city which is very close to the city center ..."(p1)

Participant 4 also stated that the location of the hospital is close to the main city road as follows:

"This hospital is very strategically located, near the main road of the city... So access here is easy..."(p4)

Apart from that, participant 5 stated that the location of the hospital on the provincial highway is as follows:

"...So in terms of physical access, we are strategically located on the provincial road, on the provincial highway..."(p5)

Sub Theme 2: Unavailability of non-pulmonary services in the Manguharjo Lung Hospital Area

Participant 6 stated that there are limited non-pulmonary services around the Manguharjo lung hospital as followst:

"...looking at the environment around the hospital, what kind of services in the hospital area really need to be provided and are still considered limited? ..." (p6)

Sub Theme 3: Non-pulmonary services are really needed by patients

Participant 7 stated that the popularity of non-pulmonary services is because these services are really needed by the community as follows:

"...One of the things that is easy to see is that the service is selling well... it

can be seen by the number of non-pulmonary services..."(p7)

Theme 2: Supporting factors for switching Manguharjo Lung Hospital to a General Hospital

The second research theme, namely the supporting factors for the conversion of the Manguharjo Lung Hospital to a General Hospital, has four sub-themes, namely: a) already providing non-pulmonary services; b) adequacy and readiness in terms of human resources; c) Non-pulmonary services to support community needs; d) non-pulmonary services to increase hospital income.

Sub Theme 1: Already providing non-pulmonary services

Based on participant 8, he stated that the non-pulmonary services currently available at the obstetrics clinic and pediatric clinic are as follows:

"...Non-pulmonary services that currently exist, such as obstetrics and pediatrics, already exist..."(P8))

Participant 5 stated that Manguharjo Lung Hospital has opened non-pulmonary services as follows:

"...For non-pulmonary services we have opened, are already there and treating patients"(p5)

Sub Theme 2: Competence and willingness in terms of human resources

Participant 8 stated that the human resources at the Manguharjo Lung Hospital were sufficient as follows:

"...then we also have sufficient human resources, the workforce is young, their knowledge can be updated, they can learn, I think the human resources have been fulfilled ..." (P8)

Participant 6 suggested that human resources at Manguharjo Lung Hospital were fulfilled as follows:

"...Meanwhile, God willing, other human resources will be met, human resources will be met if we want to go to the General Hospital..."(p6)

Sub Theme 3: Non-pulmonary services to support community needs

Participant 9 stated that non-pulmonary services to meet community needs are as follows:

"...The point is, the other polyclinics that are opened really fulfill people's desires, meet people's needs..."(p9)

Sub Theme 4: Non-pulmonary services to increase hospital income

The services provided in the form of non-pulmonary poly services have the aim of increasing hospital income as stated by participant 7 as follows:

"...This new step is one of the supports. So even though we are a lung hospital, hopefully with this non-pulmonary clinic we can help support the hospital's income. so that the hospital can continue to progress. There is a lot of income, there is prosperity in it, that is what is important.."(p7)

Theme 3: Public Perception of Manguharjo Lung Hospital

In the third theme regarding public perception of the Manguharjo Madiun lung hospital, there are two sub-themes, namely the public's view of the Lung Hospital which is synonymous with special lung services and patient responses to services at the Lung Hospital.

Sub Theme 1. People's view that Lung Hospital is synonymous with special lung services

The public still believes that the Manguharjo lung hospital is only a special lung hospital which is synonymous with special lung services as stated by participant 4 as follows:

"It seems necessary (to change the name from Manguharjo Lung Hospital to General Hospital), because

perhaps ordinary people who have never come here with the words Lung Hospital are afraid of it, and it might be synonymous with lung disease..."(p4)

"...Then in terms of image, the image of society is that sometimes in special hospitals, especially pulmonary ones, yes, and that (the service) is definitely synonymous with lung disease only and that's where patients are contagious..."(p5)

Sub Theme 2: Patient response to services at Manguharjo Lung Hospital

Many participants thought that the officers served in a friendly manner, as stated by participant 4 as follows:

"The service is very good. Here the service is fast, the nurses are also friendly, the other officers are also friendly"(p4)

Participant 3 believes that satisfactory service is related to services at the hospital as follows:

"...The service at the Manguharjo Lung Hospital is not good but very good, I am satisfied with the service here"(p3)

Theme 4: Obstacles to the Manguharjo Lung Hospital moving towards a General Hospital

Several obstacles were explained by participants, such as having to follow the direction of the hospital owner, which here is the East Java Health Service and the absence of a decision from the hospital owner, namely the East Java Health Service.

Sub theme 1: Following the direction of the hospital owner

However, the Manguharjo Lung Hospital which belongs to East Java Province must follow the directions of the East Java Health Service as the parent, as stated by participant 10 as follows.:

"...However, the Mangunharjo Lung Hospital is owned by the East Java Provincial Government, everything must have its blessing and this also belongs to the governor. so we obey the Governor ..."(p10)

Sub theme 2: There has been no decision from the hospital owner

The hospital is still waiting for a decision from East Java Province regarding plans to open and change its form to a general hospital as stated by participant 3 as follows:

"...So with the decision, (Mangunharjo Lung Hospital) belongs to the province so our focus is on the (provincial government) decision.."(p3)

Theme 5: Efforts made to convert the Mangunharjo Lung Hospital into a General Hospital

This theme consists of two sub-themes, namely preparing by increasing HR training and preparing services by renovating.

Sub theme 1: Preparing by increasing HR training

Participant 2 stated that he had prepared the policy by increasing employee training as stated below:

"...We are ready to take part in the training. Recently we opened a surgical clinic, and then there was a friend of ours who was then an intern for 4 months at (RSUP) Soetomo. (RSUP) Soetomo or (at Hospital) Sidoarjo, like that. Basically the training there is to prepare for poly surgery..."(p2)

Sub theme 2: Preparing Services with Building Renovations

The physical preparations that must be prepared by carrying out renovations as stated by participant 5 are as follows:

"...Then in other cases, such as surgical cases, we are currently preparing by planning to renovate the OK (operating room) first ..."(p5)

"Sometimes finding a referral is a bit difficult, so for example, if I want to go to (doctor) Saraf, Faskes 1 doesn't immediately give me a referral, you know, you still have to check there and then check at this hospital. Even though I want to be able to come here straight away, it's still difficult for BPJS"(p4).

DISCUSSION

The first theme is the opportunity to convert the Mangunharjo Lung Hospital into a general hospital. This hospital has the opportunity to change shape because it has determining factors such as the readiness of Human Resources. It can be seen from the readiness of all hospitals in planning to open non-lung disease services. Human resources (HR) are something that is very important and must be owned in order to achieve organizational or company goals. Human resources are the primary element of an organization compared to using other resource elements such as capital and technology, because humans themselves control other factors. This is a potential contained in humans to realize their role as adaptive and transformative social creatures who can manage themselves and all the potential contained within, towards achieving a prosperous life in a balanced and sustainable order (Magdalena et al., 2023).

The creation of effective and efficient human resources can be created with HR management which is expected to provide optimal results. HR management is the foundation for facing business competition and can be an organizational strategy in creating employee job satisfaction so that employees can perform well and can create a competitive advantage for the organization. In addition, in many health care systems throughout the world, increasing attention is focused on HR management. In this case,

employees with competitive advantages can provide good service to hospital customers so that it can also have an impact on hospital customer satisfaction (Sunari and Mulyanti, 2023). Allocation of human resources, especially health workers, requires the ability to predict future possibilities, both directly and indirectly (Tawis et al., 2023).

The second theme in this research is the supporting factors in switching the Manguharjo lung hospital to a general hospital. Manguharjo Madiun Lung Hospital has opened non-lung disease health services since 1 year ago. This opening is a form of preparation for the planned transformation into a general hospital. The opening of this non-pulmonary disease service requires several preparations such as preparation of facilities and infrastructure.

In the public sector, innovation is essentially carried out to achieve certain goals, such as implementing new policies, reducing budget use, requiring newer and better services, and providing more efficient and effective services to the community. Public sector reporting currently utilizes the development of internet-based information technology which is becoming a trend to provide the best public services to the community. A technology-based public sector service system that aims to provide convenience and improve the quality of public services without requiring a lot of time so that it becomes more practical and modern is called ego management (Yulistivira, Ariany and Putera, 2023).

Good facilities are one of the main factors in hospital patient satisfaction. The better the facilities provided by the hospital, the greater the patient satisfaction as service recipients (Ruliati et al., 2023). Hospital facilities greatly influence the health services provided. Research conducted by Ermawailis (2023) stated that the facilities provided by

hospitals greatly influence the speed of services provided.

The third theme is that public perception regarding pulmonary services at this hospital needs to be paid attention to. Images as a lung hospital which has many diseases is still very embedded in society. Re-branding is needed so that people have more confidence in hospital services. Obstacles regarding the plan to change this form include the public's perception of a "lung hospital".

The fourth theme is the obstacle to Manguharjo Lung Hospital switching to a General Hospital, namely that it was not approved to change into a General Hospital by the parent organization, namely the East Java Health Office. One of the problems in changing the form of a lung hospital to a general hospital is waiting for directions from the province of East Java as the owner of the Manguharjo Madiun Lung Specialist Hospital. Differences of opinion between management regarding the change in form and the East Java Health Service mean that the decision cannot be confirmed. In relation to the provision of services and public welfare, public bureaucracy offers relatively large rights. Everything included in the field of public administration cannot be separated from the context of public services and public affairs. Public goods and services must be managed effectively and efficiently. On the other hand, bureaucracy is responsible for the consequences of management. The weaknesses of bureaucracy are not only at the level of a complex structure, but also have weaknesses in processes, approaches and employee weaknesses, making it very difficult for society to start improving what should be done and by whom. Because when an element of the bureaucracy or NGO makes improvements due to the many continuous flows of practice, then the element implementing these improvements distorts the strength of the flow as a whole. Another thing

that hinders efforts to implement a professional system. bureaucracy. There is a disease in bureaucracy called bureaucratic pathology.

This bureaucratic pathology is what causes people to have a negative view of bureaucracy. Bureaucratic pathology can be caused by the perception and administrative style of officials, lack of knowledge and skills, illegal activities of bureaucrats, dysfunctional bureaucratic behavior caused by the internal situation of various offices government environment. This bureaucratic pathology must be scrutinized to create a professional bureaucracy, if left unchecked, conditions of good governance will emerge (bureaucracy has a bad reputation) (Suharto, 2017; Nugroho and Sucipto, 2020b, 2020a; Yulistivira, Ariany and Putera, 2023).

The fifth theme is the efforts made to transform the Manguharjo Lung Hospital into a General Hospital by opening non-lung disease services and preparing human resources and supporting facilities. The management has made every effort to change the form of a pulmonary specialty hospital to a general hospital. One form of hospital effort is to prepare human resources for the opening plan. Many nurses and other staff will be given training in an effort to prepare non-lung disease services.

5M analysis, Man is one of the determining factors for success in change. Preparing human resources is a long-term planning. Human resources are the most important resources in a hospital. The aim is to improve staff performance through training, human resources are closely related to development practices and require collaboration with staffing plans to achieve the desired results (Tawis et al., 2023).

One of the hospital resources that really determines the evaluation of the quality of health services provided is the nursing staff. Recent developments in the field of nursing

mean that nurses are no longer seen as just doctor's assistants, but have become a profession. The nursing profession must meet professional requirements that include scientific concepts, patient care, regulatory bodies, codes of ethics, knowledge development and autonomy. Her specialty focuses on the nurse-patient relationship, meaning that the focus and practice of nursing is changing from a disease-centered approach to a model that focuses on the patient as an individual and the patient's needs. The relationship between patients and nurses focuses more on humanistic relationships, this relationship requires nurses to have a deeper relationship with patients and view patients as people who have physiological, psychological, social and spiritual needs, so that nurses can serve patients better (Noor and Hadjam, 2001).

A community is considered to qualify as an institution in institutionalization if it meets at least three criteria: people, money, and materials. Management consists of five elements: (1) people; (2) money; (3) materials; (4) equipment; and (5) method (Arifin, 2017). Human resources (HR) owned by an organization are called "man". Because everything must be calculated rationally, money is an important component to achieve this goal. Materials are used to achieve company goals. Infrastructure and technology called "machines" are used to increase productivity and convenience. However, a method is determining a method for completing a task by considering objectives, available facilities and time, money, and business activities (Saputro and Sigit Pramudyo, 2022).

Human resources as a source of transformation for the Manguharjo Lung Hospital have indeed been prepared. Management has recruited personnel, both civil servants and non-civil servants, in preparation for the change in form. Recruitment of non-pulmonary doctors such

as surgeons, neurologists, heart doctors and medical rehabilitation doctors has been carried out. The opening of general surgical services is also provided to support non-lung disease health services. Training on non-lung disease services has also been provided to staff at the hospital. Human resources are the main asset of a Lung Hospital, and if they are managed properly, they should be able to provide added value to the company. Hospital HR development aims to actualize corporate culture and increase hospital HR competency in accordance with competency standards (knowledge, skills and attitudes) (Saputro and Sigit Pramudyo, 2022).

Financial preparations with budget preparation have been carried out by hospital management. Additional budgeting for financing non-pulmonary health services is also prepared to support services to run optimally. Hospitals must carry out performance measurements to improve their performance in terms of services and finances. It is very important to measure financial performance (Tambuwun et al., 2023).

Materials in preparation for opening non-lung disease services include preparation of facilities and infrastructure. Management has planned to expand inpatient services. Construction of buildings for non-lung disease clinics has also begun. The construction of surgical rooms and inpatient surgical wards has also been carried out to prepare non-lung disease services. The machine in service transformation is in the form of system preparation that supports non-lung disease services. Management has proposed to BPJS that the BPJS system be opened so that it can become a reference for non-lung disease services. The hospital has also developed a system for efficient non-pulmonary services. The method in this case is changing the organizational structure. Management has tried to change the

organizational structure to accommodate non-lung disease health services. The addition of inpatient staff, emergency room, central surgery and supporting staff in these services is a form of method transformation carried out by Manguharjo Lung Hospital to provide non-lung disease services.

The Manguharjo Madiun Lung Specialist Hospital is quite adequate in the plans for the transformation, starting from facilities and infrastructure such as adding wards, building operating rooms and building a non-pulmonary polyclinic to support non-lung disease services. Supporting factors, both in terms of human resources, include the presence of doctors who provide services for non-pulmonary diseases. There are many human resources such as nurses and health workers who support non-lung disease services. Apart from that, the facilities and strategic location are added value for the hospital. One of the main obstacles arises from external sources, especially from the government of East Java Province as the parent organization. Permission regarding the change in form from a "lung hospital" to a "general hospital" requires approval from the East Java Health Service. Until now there has been no permission for this change in form. Human resource preparation includes making an MOU with the hospital, so that there are non-pulmonary doctors who can practice at the Manguharjo lung hospital. Preparation of human resources by preparing nurses to carry out surgical training and recruiting non-lung disease health workers. The opening of the non-pulmonary disease polyclinic has also been carried out as of January 2023. Construction of surgical rooms and renovation of buildings to accommodate more visitors with non-pulmonary diseases.

AUTHOR CONTRIBUTION

Ajeng Christiana Putri Pratiwi is the main researcher who selects topics, searches and collects articles, analyzes data and writes manuscripts. Argyo Demartoto and Bhisma Murti helped analyze the data and review research documents.

CONFLICT OF INTEREST

There is no conflict of interest in this study.

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