

## **HOSPITAL MANAGEMENT STRATEGIES FOR IMPROVING THE QUALITY OF HEALTH SERVICES**

**Maya Budiasih<sup>1</sup>, Ashfi Millati<sup>2</sup>, Rian Andriani<sup>3</sup>**

<sup>1,2,3</sup>Universitas Adhirajasa Reswara Sanjaya, Bandung

E-mail: budiasihmaya@gmail.com; ashfimillati@gmail.com; rian\_andriani@ars.ac.id

### **ABSTRACT**

This research aims to identify and analyze effective hospital management strategies in improving the quality of health services through resource optimization, leadership strengthening, technology utilization, and human resource management. The research method uses a descriptive qualitative approach with data collection techniques in the form of literature studies that include books, journals, and relevant references. Data analysis is carried out through the stages of data reduction, data presentation, and conclusion drawing to gain a deep understanding of the implementation of management strategies that support service quality. The results of the study show that the success of improving the quality of hospital health services is influenced by various interrelated factors, such as efficient budget planning, consistent implementation of standard operating procedures, and competency development of health workers through continuous training. The use of information technology, including hospital management information systems and telemedicine, has been proven to improve operational efficiency, speed up service processes, and expand service reach. The synergy between technology and competent human resources is the key in creating patient-friendly, responsive, and sustainable services, so that hospitals are able to meet community demands, increase patient satisfaction, and maintain competitiveness in the era of modernization of health services.

**Key words:** hospital management; quality of service; Information Technology

### **INTRODUCTION**

Hospital management is one of the crucial aspects in the implementation of effective and efficient health services. Along with the increase in public demand for quality health services, hospitals are required to be able to manage their resources optimally in order to provide services that meet the set quality standards. The complexity of health services and high patient expectations require hospital management to implement appropriate strategies to improve the quality of services provided. The development of adaptive and innovative management strategies is an important foundation in efforts to improve the quality of health services in hospitals (Agustina et al., 2022).

The development of science and technology also has a great influence on changes in the pattern of health services in hospitals. Innovation in the field of medical technology also requires adjustments in the management process to be able to integrate this technology into the existing service system. In addition, the human resource aspect, which includes medical personnel and support personnel, plays a central role in the success of the service. The management of competencies, motivation, and job satisfaction of health workers is directly correlated with the quality of service received by patients (Albalwei & Ahmed, 2021).

Another challenge faced by hospitals is the demand for accountability and transparency in the management of health services. The community and stakeholders expect openness and accountability in the use of resources and service results. Increasingly stringent hospital regulations and quality standards require the implementation of a consistent and measurable management system. This encourages hospitals to implement strategies that ensure continuous improvement and compliance with accreditation standards as a form of commitment to the quality of health services (Aini & Sukanto, 2025).

Increasingly fierce competition in the health sector is also a factor influencing the direction of hospital management strategies. Hospitals must be able to compete not only in terms of facilities, but also in terms of service and patient satisfaction. Marketing strategies, excellent service, and service innovation are important parts of efforts to attract and retain patients. The development of hospital management that is responsive to the needs of the community and changes in the external environment will be a pillar in maintaining the existence and improving the quality of health services provided (Andreia et al., 2021).

This study aims to identify and analyze effective hospital management strategies in improving the quality of health services. The focus of the research is directed at how hospitals can optimize resource management, service processes, and the implementation of technology and human resources to achieve optimal service quality. By understanding this strategy, it is hoped that it can contribute to better hospital management and increase patient satisfaction through quality health services.

## METHOD

This study uses a qualitative approach as the main method in data collection and analysis. The qualitative approach in general aims to understand the phenomenon in depth through observations, interviews, and documentation studies. This approach emphasizes the context, meaning, and process that occurs, making it suitable for examining problems that are complex and require subjective interpretation (Sugiyono, 2021). In this study, a qualitative approach was chosen to explore hospital management strategies in improving the quality of services in detail and comprehensively.

The type of research used is descriptive, which focuses on depicting certain circumstances or phenomena systematically and accurately. Descriptive research aims to provide a clear picture of the conditions that occur without intervention or experimentation. As the title of this study suggests, this type allows researchers to explain various hospital management strategies applied to improve the quality of health services, according to data obtained from relevant sources.

The data collection technique in this study uses literature studies, which utilizes references from books, journals, and other written sources that are relevant to the research theme. Literature studies are an effective method for gathering information and theories that support analysis of hospital management strategies and service quality. This technique allows researchers to obtain valid and up-to-date data without having to collect field data directly, so that research concentration can be focused on analyzing existing literature.

Data analysis is carried out through three main stages, namely data reduction, data presentation, and conclusion drawn (Miles & Huberman, 2018). Data reduction aims to simplify and filter the information obtained to focus more on things that are relevant to the research objectives. Data presentation is in the form of systematic information preparation so that it makes it easier to understand patterns and relationships between data. Conclusions were drawn based on the results of data presentation to answer the formulation of problems and provide an overview of the effectiveness of hospital management strategies in improving the quality of health services.

## RESULTS AND DISCUSSION

### Management Strategies in Hospital Resource Optimization

Management strategies that optimize the use of hospital resources to improve the quality of healthcare involve a variety of systematic and integrated approaches. One of the main approaches is budget optimization, which includes allocating funds efficiently and effectively for various hospital operational needs. Well-planned budget management can ensure that financial resources are used at the right priorities, such as the purchase of medical equipment, facility maintenance, human resource development, and the implementation of information technology that supports services. Regular monitoring and evaluation of the budget is the key so that there is no waste and the use of funds according to the target, so that the health services provided remain of high quality (A. Budiman & Yudiansyah, 2024).

Human resource management is also an important element in a hospital management strategy. Medical and non-medical personnel must have competence according to professional standards and receive continuous training to be able to keep up with the development of medical science and technology. Increasing the motivation and job satisfaction of health workers can support humane, safe, and effective services for patients. A career development policy and fair remuneration system will increase the loyalty and performance of hospital staff. Collaboration between medical personnel and good management creates a harmonious work environment and supports the achievement of maximum service goals (A. Budiman & Yudiansyah, 2024).

The use of hospital information technology (SIMRS) is another important strategy in optimizing the use of resources. Hospital management information systems can speed up the administrative process, organize patient data properly, and facilitate coordination between units. Training for staff to use SIMRS optimally will improve the operational efficiency of the hospital. This system can also help monitor key performance indicators such as service time, patient satisfaction, and utilization of medical facilities so that management can conduct periodic evaluations and improvements. The use of targeted technology reduces resource wastage and improves service responsiveness (R. F. Budiman & Mulyanti, 2023).

An effective management strategy implements preventive maintenance of medical equipment to ensure that equipment is always in optimal condition and reduces the risk of sudden damage that can disrupt services. Setting maintenance schedules and periodic audits extends the life of the equipment and minimizes the cost of unexpected repairs or replacements. Hospitals are also encouraged to engage in external partnerships, such as with medical equipment providers or educational institutions, to help fund or increase human resource capacity. This partnership allows hospitals to acquire additional resources without imposing a large budget burden (Hadri et al., 2022).

Standardized service process management through the preparation of standard operating procedures (SOPs) will improve consistency and service quality. Clear SOPs make it easier for staff to carry out their duties so as to minimize errors and speed up service time. The implementation of a quality management system also helps hospitals conduct continuous evaluation of various aspects of services, from administrative to clinical. Compliance with health accreditation standards is a benchmark for the success of the management strategy in creating safe, reliable, and quality services (Kartono & Wirawan, 2024).

Communication and collaboration strategies between departments are no less important in optimizing resources. Smooth communication and effective coordination between units help avoid overlapping tasks and inefficient use of resources. Hospitals that apply a cross-functional approach will be better able to face operational challenges and provide integrated services for patients. Empowering staff to actively contribute to decision-making and process improvement also increases morale and innovation in healthcare (Lsloum et al., 2024).

The main focus of the management strategy is the creation of services that are patient-friendly and responsive to the needs of the community. Patient satisfaction measurement as the main indicator makes hospitals able to adjust strategies based on the feedback received. Reducing waiting times, improving the quality of interaction between patients and medical personnel, and facility comfort are aspects that continue to be developed. Hospitals that are able to combine resource optimization, technology, human resources, and operational management processes tend to produce superior and sustainable service quality.

#### **Determining Factors for the Success of the Implementation of Quality-Oriented Management Strategies**

The determining factor for the success of the implementation of a management strategy oriented towards improving the quality of services in hospitals involves various aspects that are interrelated and must be managed comprehensively. Strong leadership is one of the key factors that determine such success. Effective hospital leaders are able to set a clear vision and mission of service quality, provide full support to the implementation team, and make decisions based on accurate data. Leadership that is able to create an organizational culture that values quality, patient safety, and accountability will pave the way for the implementation of a consistent and sustainable management strategy (Palenewen & Mulyanti, 2023).

Human resource management is the next key factor in improving service quality. The availability of competent and professional medical and non-medical personnel in all service lines greatly supports the achievement of the expected quality standards. Efforts to improve competencies through continuous training, career development, and performance rewards contribute to staff motivation and loyalty. The implementation of the patient safety culture inherent in each individual also depends heavily on the understanding and work attitude of the hospital's human resources. This factor helps to realize safe, timely, and responsive services to patient needs (Georgiou et al., 2021).

Clear, structured, and regularly reviewed standard operating procedures (SOPs) play a role as the main guideline in the implementation of services in hospitals. SOPs that are applied consistently can minimize variations in the service process while reducing the risk of medical errors or delays in patient handling. Regular evaluation and improvement of SOPs is a mechanism to follow the development of science and technology in the health sector. The existence of complete documentation of work procedures allows for systematic monitoring, auditing, and quality improvement as part of service quality management (Pane et al., 2023).

An adequate and transparent financing system strengthens the success of service quality management. An adequate budget allows hospitals to provide complete health facilities and infrastructure and support training activities for medical personnel. An accountable and efficient financial management mechanism helps to avoid waste and ensure the distribution of funds according to priority needs. Sustainable financing is a strategic factor to maintain consistent service quality, especially in the maintenance of medical equipment and the provision of quality medicines (Safitri et al., 2025).

The implementation of an effective incident reporting system makes a great contribution to building a culture of patient safety in hospitals. This system allows for the collection of data on undesirable events or medical errors in a transparent manner without fear of sanctions on the whistleblower. The data is used as an analysis material to find the root of the problem and make improvements aimed at preventing the recurrence of similar incidents. Openness and continuous learning driven by incident reporting systems are indicators of responsive management to service quality (Petryk et al., 2023).

Strengthening the health information system also plays a role as a determining factor for success in hospital quality management. The integration of information technology such as electronic medical records, quality indicator dashboards, and rapid reporting systems makes it easier to record patient data and monitor quality achievements. Accurate and real-time information accelerates evidence-based managerial decision-making. Ease of access to this information will optimize coordination between units and improve service responses to patient needs in a more targeted manner (Yani et al., 2023).

The involvement of patients and families in the health service process is an aspect that significantly improves quality. Patients who actively participate in decision-making and get clear and transparent information will be more satisfied and compliant with the treatment provided. Two-way communication between healthcare workers and patients is the main foundation in creating services that are oriented to the needs and expectations of patients. This involvement also helps hospitals in evaluating services on an ongoing basis through constructive feedback from patients and their families (Rooslanda & Ayuningtyas, 2023).

#### **The Role of Technology and Human Resources in Supporting Management Strategy**

The role of technology in supporting hospital management strategies is huge because it allows for fast, accurate, and efficient management of information. Information technology provides facilities for the collection, storage, and processing of patient data electronically so that medical information can be accessed at any time by medical personnel in need. The Electronic Medical Record (EMR) system is one of the innovations that makes it easier for doctors and nurses to make clinical decisions based on complete and real data. The availability of fast and accurate data improves the accuracy of diagnosis, speeds up the service process, and reduces the risk of medical errors that

can affect patient safety. The use of this technology helps hospitals meet the demands of modern services that emphasize the speed and accuracy of information as the basis for medical and managerial decision-making (Rooslanda & Ayuningtyas, 2023).

The Hospital Management Information System (SIMRS) integrates administrative and clinical data, enabling smoother coordination across departments. Real-time connectivity among doctors, nurses, pharmacists, and administrative staff improves communication and service efficiency. Automation of scheduling, drug inventory, and laboratory records saves time and reduces costs. Integrated and transparent data allow management to evaluate performance, monitor quality indicators, and develop strategic policies based on accurate information, while adapting to evolving patient needs and healthcare standards (Wasiyem et al., 2025).

Human resources are essential to maximizing this technology, as system integration depends on staff competence and readiness. Skilled medical and non-medical personnel enhance productivity and service quality. Continuous training ensures adaptation to technological advancements, while proactive attitudes support digital transformation and reduce barriers. Motivation and job satisfaction further strengthen collaboration between human capability and technological systems, resulting in responsive, safe, and sustainable healthcare services (Sulistyo & Mulyanti, 2023).

Technology significantly supports human resource performance management by enabling transparent and objective evaluation. Performance assessments can be based on system-generated data, including procedural compliance, service speed, and patient satisfaction. These data inform constructive feedback and targeted development programs. By applying technology in performance management, hospitals can maintain standards, identify improvements, and enhance workforce capacity to meet modern healthcare demands (Wasik et al., 2024).

Telemedicine expands healthcare access for patients in remote areas or with mobility limitations. Remote consultations allow doctors to assess conditions, provide initial diagnoses, and monitor patients without in-person visits. This flexible approach saves time and resources while accelerating treatment, including emergency and chronic cases. Telemedicine also enhances personalized care through digital interaction supported by real-time data for accurate medical decision-making (Tiriteu et al., 2024).

Close collaboration between technology and human resources creates synergy that strengthens hospital management systems. Technology provides tools and data to support work processes, while healthcare professionals ensure its effective use and ongoing development. Successful implementation depends on staff competence, motivation, and skills in optimizing the system. With strong technological understanding, medical personnel can enhance efficiency, coordination, and service quality. The integration of human capability and technological support leads to smoother workflows, data-driven decisions, and safer, more satisfying patient care.

## CONCLUSION

In conclusion, improving hospital service quality requires a comprehensive management strategy that includes resource optimization, strong leadership, consistent service standards, effective use of information technology, and sustainable human resource development. Efficient budgeting and continuous competency improvement are essential to maintaining high-quality care. The integration of technologies such as hospital management information systems and telemedicine enhances operational efficiency and expands service access. Ultimately, success depends on the synergy between advanced technology and competent human resources to meet community needs, increase patient satisfaction, and sustain competitiveness in modern healthcare.

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