

# External patient visits and healthcare service delivery at terara public health center: A management perspective analysis

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## ABSTRACT

The increasing visits of patients from outside the area to Terara Public Health Center constitute a phenomenon of growing significance within the context of healthcare provision in the region. This necessitates an understanding of the impact of these external patient visits on healthcare service delivery at Terara Public Health Center, encompassing aspects such as resource availability, operational efficiency, and service management. Therefore, this research aims to analyze the management perspective regarding the influence of external patient visits on healthcare provision at Terara Public Health Center. This research employs a descriptive method with a qualitative approach. Data collection takes the form of words or images, thus not focusing on numerical data. The intention of this study is to provide an overview, elucidate, and interpret the current situation regarding the impact of external visits on healthcare services at Terara Public Health Center from a service management perspective. This research was conducted at Terara Public Health Center. The findings indicate that the high influx of patients from outside the area to Terara Public Health Center has a significant impact on service management, including increased patient queues, maintenance costs of medical equipment, availability of medications, and the need for more adequate facilities and infrastructure. Management at Terara Public Health Center has taken steps to address these impacts, such as increasing the procurement of medications and enhancing facilities and infrastructure.

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## INTRODUCTION

The quality of healthcare services heavily relies on the availability of comprehensive and adequate service facilities. Moreover, the importance of skilled and professional healthcare personnel cannot be overlooked, as high levels of expertise and skills positively impact the quality of care provided (Konttila et al., 2020). Every individual has the right to receive safe and high-quality healthcare services according to established standards. To achieve this, every healthcare facility, including

primary health centers (puskesmas), must meet the national standards of healthcare quality. The availability of facilities, infrastructure, and service amenities is closely related to the utilization of healthcare services by the community (Ibrahim et al., 2023). Conversely, inadequate facilities and infrastructure can affect patients' interest and decisions to utilize available healthcare services. Effective medication management involves a series of activities, including planning, procurement, storage, distribution, and disposal of drugs, aiming to achieve accuracy in the quantity and type of drugs and health equipment needed. Additionally, the efforts made by primary health centers encompass Public Health Efforts and Individual Health Efforts, aiming to improve public health in general and provide specific healthcare services for individuals (Yektiningsih et al., 2021).

Based on preliminary survey data, it is known that the number of patients at primary health centers has significantly increased. The increase in the number of patients has significant impacts on healthcare services, both directly and indirectly. Firstly, an increase in the number of patients tends to burden the healthcare system with higher demands for medical services and care (Chen et al., 2021). This can lead to increased waiting times for treatment, especially for patients with non-life-threatening conditions but still requiring medical attention. In situations where the number of patients exceeds the available service capacity, healthcare services may experience a decline in quality, including reduced care standards, lack of individual attention, and even increased risks of infection associated with crowded environments (Topmiller et al., 2023). Moreover, the increase in the number of patients can also affect human resources within the healthcare system. Medical personnel, including doctors, nurses, and other healthcare professionals, may face greater pressure in handling a larger number of patients. This can lead to physical and mental fatigue, increased levels of burnout, and even a decrease in motivation to provide optimal care. In the long run, this can have a negative impact on the quality of care and patient satisfaction (Zhou et al., 2022).

The increase in the number of patients can also affect the financial sustainability of the healthcare system. Although an increase in demand for medical services can increase revenue for healthcare providers, additional costs associated with the increase in the number of patients, such as the cost of acquiring additional equipment, recruiting additional medical personnel, and other operational costs, can place significant financial pressure on the healthcare system (Lee et al., 2023). This can result in increased healthcare costs for patients and may limit access to medical services for those who cannot afford it. Moreover, the increase in the number of patients can also indicate larger trends or public health issues (Albano et al., 2021). For example, an increase in the number of patients with certain chronic conditions may indicate broader public health problems, such as an increase in the prevalence of certain diseases or unhealthy lifestyle changes. Therefore, the increase in the number of patients can be a significant signal for policymakers to proactively identify and address public health issues.

The increase in the number of patients can pose challenges to the healthcare system, including issues related to capacity, human resources, financial sustainability, and public health issues. Therefore, effectively addressing the increase in the number of patients requires a holistic and coordinated approach from various stakeholders, including healthcare providers, policymakers, and the community as a whole (Bo et al., 2020). Research on the impact of increasing the number of patients in the context of healthcare services is crucial as it provides a deep understanding of factors influencing the performance and capacity of the healthcare system. By understanding the underlying trends in the health of the population driving the increase in the number of patients, research can help in designing appropriate and proactive interventions to prevent or reduce their negative impacts. Furthermore, research also plays a role in measuring the burden of healthcare services faced by primary health centers, helping to allocate resources more efficiently, and prioritize the most needed services. Through research, additional needs in infrastructure, medical personnel, and medical equipment to address the increase in the number of patients can be identified, enabling primary health center management to take concrete steps to

strengthen capacity and service availability (Herwansyah et al., 2023). Moreover, the evaluation of primary health center performance also becomes a focus of research, involving the assessment of the effectiveness of existing management strategies, identifying weaknesses, and finding improvement opportunities (Gagnon et al., 2017);(Galletta et al., 2022);(Baek et al., 2023). In the context of primary health center management solutions, increasing capacity, improving process efficiency, developing cooperation with other healthcare institutions, empowering the community, and optimizing resources are some strategic steps that can be taken (Lim et al., 2023). By implementing these solutions, primary health center management can reduce the negative impacts of the increase in the number of patients, improve the quality and accessibility of healthcare services for the community, and ensure quality and affordable healthcare services for all.

There are several previous studies related to patient visits to the hospital. The first research examines the factors that influence consumers' decisions to come to the hospital (Ruliyandari & Hazerika, 2023). The second research is related to the analysis of the influence of service quality on patient loyalty in hospitals (Paramartha et al., 2024). The third research relates to barriers to access to health services (Ensor, 2014). The difference between previous research and this research is the management perspective as a solution to improve health services with a very large number of patients. Based on this problem, it is necessary to know what solutions the health center provides as a solution. This research is very important because it provides an in-depth understanding of how health services in these public health centers are managed and delivered from a management perspective. By understanding the management perspective, this research can help identify challenges, strengths, and opportunities in the delivery of health services to external patients. In an era where health services are often faced with various challenges, such as limited resources, increasing need for services, and changes in health policies, a deep understanding of health service management in community health centers is crucial. Thus, this research can provide valuable insights for related parties, such as policy makers, health service managers, and health practitioners, to improve the effectiveness and efficiency of health services in these community health centers.

## RESEARCH METHOD

This type of research employs a descriptive method with a qualitative approach. Descriptive qualitative research is characterized by the utilization of data in the form of words or images, thus not emphasizing on numerical figures (Sugiyono, 2020). The aim of this research is to provide an overview, elaborate, and interpret the existing conditions related to the impact of out-of-area visits on healthcare services at Puskesmas Terara from a service management perspective. In this study, data are directly collected through in-depth interviews with key informants such as the Head of Puskesmas and coordinators, as well as several staff members in service units regarding the impact of patient visits from outside areas on the quality of services provided. Data collection techniques include observation and interviews. Patient attitudes from outside areas during visits and the impact of these visits on various aspects of services at Puskesmas Terara are observed, while interviews are conducted with the head of the health center, coordinators of the emergency department, outpatient clinics, and inpatient services, as well as several staff members in service units and patients or their families who come from outside areas and have visited or have been visiting Puskesmas Terara. Following the interviews and testing of primary and secondary data, the next step involves analyzing and discussing the results of the tests and interviews conducted. According to (Sugiyono, 2020), data analysis is the process of systematically searching for and organizing data obtained from interviews, field notes, and documentation by organizing data into categories, elaborating them into units, synthesizing, organizing them into patterns, selecting what is important and what will be studied, and drawing conclusions that are easily understood by oneself and others.

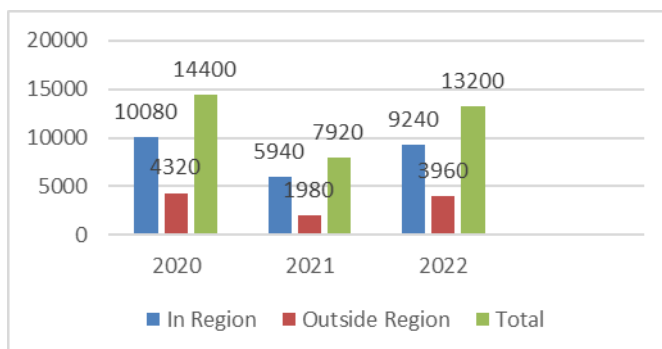
Data was collected through interviews and in the form of sentence descriptions. The main question in the interview was what impact external patient visits had on puskesmas services and what solutions were provided by puskesmas management to overcome this problem. This interview data was used to reveal in depth various aspects of health service management at the Terara Public Health Center. The data analysis procedure in this research begins with detailed transcription of recorded interviews, turning the conversations into written text that can be processed further. After that, data coding was carried out, where the text from the transcription was coded based on themes or topics that were relevant to the research objectives. Data grouping is carried out later, where the coded data is grouped based on similarities or relationships, making it easier to identify patterns or trends that emerge in the data. The next step is thematic analysis, where an in-depth analysis of the grouped data is carried out to identify common themes or patterns that appear repeatedly. The results of the thematic analysis are then interpreted in the context of the research questions and relevant theoretical framework. This interpretation involves an in-depth evaluation of the main findings emerging from the data, and drawing conclusions regarding the implications of these findings for the management of health services at Terara Public Health Center.

Data validity testing, also known as data validation, is a crucial step in research to assess the validity of the information reported by researchers with what actually happens in the field. According to (Sugiyono, 2020), there are several ways to test the credibility of data in qualitative research. First is through increasing diligence, which requires researchers to conduct more careful and continuous observations. With this approach, researchers can record data and event chronologies more accurately and systematically, as done in examining the service systems at Puskesmas Terara such as emergency services, outpatient services, and inpatient services. Furthermore, the technique of triangulation is also used, involving checking data from various sources using various methods and at different times. Sugiyono, (2020) explains that this involves checking data obtained from interviews, observations, and documentation. By verifying data from different sources using different techniques, the validity of information can be confirmed more strongly. Discussion with peers is also one of the important methods. Researchers can discuss initial findings with colleagues or even in meetings with data sources. This allows for obtaining different perspectives and provides an opportunity to critically evaluate findings, develop new theories, and determine next steps, as suggested by (Moleong, 2009). Lastly, member checking is also important, where the data obtained must be confirmed by the informants. This process involves checking the data back to the source of information to ensure the suitability and accuracy of the data provided. If the informants agree with the accuracy of the data provided, then the data is considered valid and credible. However, if there are doubts from the informants and the researchers do not engage in further discussion to clarify, then the data is considered invalid or not credible. By following these steps, the validity and trustworthiness of data in qualitative research can be strengthened.

## RESULTS AND DISCUSSIONS

In this section, an analysis will be conducted on data related to the number of inpatient and outpatient visits at the Terara Community Health Center. This data is a crucial element in understanding the performance of healthcare services at the center. By analyzing this data, it is expected that trends in the number of inpatient and outpatient visits can be identified. Additionally, insights regarding patient demographics, such as age and gender distribution, as well as information on waiting times, patient satisfaction, and the efficiency of services provided, can be obtained. With a thorough understanding of the data on inpatient and outpatient visits, valuable insights are expected to be generated to enhance the effectiveness and efficiency of healthcare services at the Terara Community Health Center.

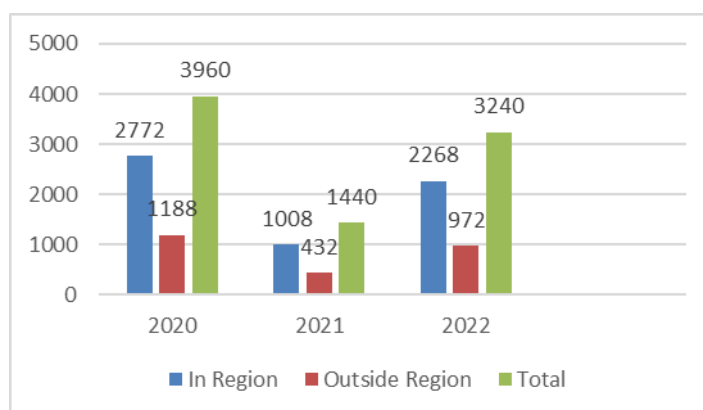
**Data of Outpatient Visits at Terara Community Health Center  
Outpatient Visits by Patients**



**Figure 1.** Data of outpatient visits at terara community health center

According to the data in Figure 2 above, it shows that the number of outpatient visits to Terara Community Health Center in the last 3 years has been fluctuating, where in 2020, the total number of visits was 14,400 people with visits from outside the area totaling 4,320 people (30%). For the year 2021, the total number of visits decreased with a total of 7,920 people, with visits from outside the area totaling 1,980 people (25%). Meanwhile, for the year 2022, the total number of visits increased again with a total of 13,200 people, with visits from outside the area totaling 3,960 people (30%).

**Inpatient Visits by Patients**



**Figure 2.** Data of inpatient visits at terara community health center

From the above Figure 2, it can be seen that in the last 3 years, the number of inpatient visits to Terara Community Health Center has been fluctuating, where in 2020, the number of visits was 3,960 people, with visits from outside the area totaling 1,188 people (30%). For the year 2021, the number of inpatient visits was around 1,440 people, with visits from outside the area totaling 432 people (30%). Meanwhile, for the year 2022, the total number of visits was 3,240 people, with visits from outside the area totaling 972 people (30%).

**Impact of Patient Visits on Healthcare Services**

The high influx of patients from outside the area to Terara Community Health Center significantly impacts various aspects of service management. Firstly, this increase in visits potentially escalates patient queues in the outpatient department, especially on days with high visitation rates. This situation may affect visitor comfort as they might be forced to stand due to

insufficient seating. Secondly, the surge in visits also affects the maintenance costs of medical equipment, as their more frequent usage necessitates more frequent maintenance. This is reflected in the substantial budget allocated for medical equipment maintenance at Terara Community Health Center. Thirdly, the availability of medications is also influenced by the number of patient visits, with an increase in patient visits requiring an increase in medication stocks. Management has taken steps such as increasing medication procurement to accommodate the rise in visits. Fourthly, the impact of patient visits is also evident in the availability of facilities and infrastructure at Terara Community Health Center, where the available waiting chairs and wheelchairs are insufficient to accommodate the large number of visitors. Management has budgeted to enhance facilities and infrastructure to improve service quality. Fifthly, the relocation of health facilities by patients from outside the area also has significant implications, both in terms of treatment costs and the revenue of the health center. Adding service staff and providing explanations to patients who want to switch facilities are management efforts to address this relocation impact. Data indicates an increase in capitation fund revenue in line with the number of patients transferring facilities to Terara Community Health Center. This suggests that Terara Community Health Center management has made efforts to manage the impact of patient visits from outside the area effectively, both in terms of service and finances.

Several factors affect patient visits from outside the area to Terara Community Health Center. Firstly, ease of access to information is a key factor, where information regarding Terara Community Health Center services is easily accessible through various social media, local television, and other online platforms. Based on information gathered from the community, many are interested in bringing their sick family members to Terara Community Health Center after seeing such information. Additionally, positive experiences from patients who have utilized Terara Community Health Center services also play a crucial role in increasing community interest in seeking treatment there. Secondly, word-of-mouth information also has a significant influence, where patient satisfaction is conveyed to those around them, thus enhancing the positive image of Terara Community Health Center in the community's eyes. Patient satisfaction survey data indicates a high satisfaction level, reaching around 90% in 2022, with patient satisfaction from outside the area reaching approximately 95%. This indicates that excellent service at Terara Community Health Center has successfully gained the community's trust. Thirdly, the presence of Mobile Health Promotion services also affects patient visits from outside the area, where these activities are routinely conducted to disseminate information regarding Terara Community Health Center's flagship services to the general public. Thus, these health promotion activities contribute to increasing public awareness of the health services available at Terara Community Health Center.

A high number of patients can have significant impacts on healthcare services at the health center. Firstly, increased patient numbers often lead to long queues at the health center, especially in the outpatient department (Kritsotakis et al., 2022);(İspir Demir et al., 2023). Patients may have to wait for a long time before receiving medical attention, reducing service system efficiency and causing dissatisfaction among patients (Bassett et al., 1997). Moreover, resource availability at the health center may become limited with the increasing number of patients. Medical staff, medical equipment, and medications may not be sufficient to meet all patients' needs optimally (Pérez-Rugosa et al., 2024). This can affect service quality and patient waiting times. High pressure on medical staff can also be a problem, as they may have to work harder and longer to handle a larger number of patients. This can lead to staff fatigue and a potential decline in service quality (Huang et al., 2020). Financially, increased patient numbers can also put pressure on the health center's budget. Increased expenditures to meet patient needs, such as purchasing additional medications or adding staff, may force the health center to allocate resources from other areas or even seek additional funding to offset the additional costs. As a result, healthcare services at the health center may be disrupted, and patients may not receive optimal care (Bang et al., 2023). Therefore, it is important for the health center to develop strategies to efficiently manage the high

number of patients, increase resource availability, improve service process efficiency, and ensure patient satisfaction remains intact (Ruud et al., 2024).

Health center management can take several steps to address the challenges arising from the increased number of patients. Firstly, they can improve service process efficiency by introducing more effective queuing systems, such as appointment scheduling or using technology to organize queues more structuredly (Akthar et al., 2023). Additionally, increasing resource availability is a crucial step. Management can allocate budgets to increase medication stocks and medical equipment, as well as recruit more medical staff to reduce the workload on existing staff (van Oort et al., 2024). Management can also collaborate with relevant agencies to obtain additional funding or resources, such as additional funding from the government or cooperation with non-governmental organizations to provide additional assistance (Zraychikova et al., 2023). Furthermore, educating the community about the importance of utilizing healthcare services wisely and recognizing symptoms requiring immediate medical attention can also help reduce pressure on the health center (Daus et al., 2024). By taking these steps, health center management can address the challenges arising from the increased number of patients and ensure optimal healthcare services for the served community.

## CONCLUSION

The conclusion drawn from the results and discussion indicates that the high influx of patients from outside the area to Terara Community Health Center has significant impacts on various aspects of service management. Firstly, this increase in visits potentially escalates patient queues in the outpatient department, resulting in a shortage of seating that affects visitor comfort. Secondly, maintenance costs of medical equipment increase due to higher usage frequency, reflected in the substantial budget allocation for medical equipment maintenance. Thirdly, medication availability is also influenced by the number of patient visits, prompting an increase in medication stocks. Management has taken steps such as increasing medication procurement to address this issue. Fourthly, the availability of facilities and infrastructure is inadequate to accommodate the large number of visitors, but management has budgeted for facility and infrastructure improvements. Fifthly, the relocation of health facilities by patients from outside the area also has significant impacts on treatment costs and the health center's revenue. Management has increased service staff and provided explanations to patients wanting to switch facilities to manage this relocation impact. Data indicates that revenue from capitation funds has increased with the number of patients transferring facilities to Terara Community Health Center. This indicates that Terara Community Health Center management has successfully managed the impact of patient visits from outside the area effectively, both in terms of service and finances. Additionally, factors influencing patient visits from outside the area to Terara Community Health Center include ease of access to information, word-of-mouth information, and the presence of Mobile Health Promotion services, all of which contribute to increasing community awareness of the health services available at Terara Community Health Center. The impact of this research is an enhanced understanding of the challenges and solutions related to healthcare service management at the Terara Community Health Center. These findings can help improve the effectiveness and efficiency of healthcare services at the center. Additionally, the research can provide a more comprehensive view of how to manage patient influxes from outside the area without disrupting existing healthcare services. This has important implications for enhancing healthcare service quality, improving resource allocation, and ensuring financial sustainability of the health center. As a result, this research can make a significant contribution to improving access and quality of healthcare services in the Terara Community Health Center.

Based on these conclusions, it is recommended that the health center continue to enhance the service capacity of Terara Community Health Center while considering factors influencing patient visits from outside the area, such as increasing seating availability, efficient budget

management for medical equipment maintenance, increasing medication stocks, and improving facilities and infrastructure. Furthermore, more intensive promotional efforts can be undertaken to increase community awareness of the health services available at Terara Community Health Center. The limitations of this research include the focus solely on the Terara Community Health Center, which may limit the generalizability of the findings to other healthcare facilities. Additionally, the study primarily examines the impacts of patient influxes on service management without delving deeply into patient perspectives or specific clinical outcomes. Suggestions for future research could involve conducting comparative studies across multiple healthcare facilities to assess the broader applicability of findings. Furthermore, incorporating qualitative methods such as interviews or surveys with patients and healthcare providers could provide a more comprehensive understanding of the challenges faced and potential solutions. Additionally, exploring the long-term effects of management interventions on patient outcomes and overall healthcare system performance could offer valuable insights for improving service delivery and patient care.

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