

Improving Hospital Services through the Implementation of Health Tourism Innovations at the Moh. Hatta Brain Hospital, Bukittinggi City

Getha Sekartadji¹, Hendri Koeswara², Desna Aromatica³

^{1,2,3}Faculty of Social Science and Political Science, Universitas Andalas

gethasekartadji13@gmail.com

Abstract

The purpose of this study is to clarify what efforts are being made to improve the quality of hospital services through the implementation of health tourism in Bukittinggi City Hospital. The research method used in this study is a qualitative descriptive research method. Qualitative research is a method of collecting data using words and pictures rather than numbers. Based on the results of the research, the health tourism program is a special program that regulates the journey of a sick patient in a lying condition starting from home to the destination hospital to returning home by providing tour packages. The challenges of implementing this program are from internal factors, including administration and management which still need to be addressed, as well as the lack of mastery of English if there are patients who are foreign nationals.

Keywords

hospital services;
implementation; health tourism



I. Introduction

The hospital is one of the health facilities that is an important part of public health, as well as a complement and increase in the effectiveness of various health systems, such as providing continuous services for both acute and complex conditions or complications.

In the face of globalization, hospitals must carry out marketing activities which are currently triggered by a number of factors, including: the development of information and communication technology ushered us into the free market era where geographical boundaries are no longer a problem; the more free and easier the mobility of the community to choose the hospital where the patient will seek treatment, the competition between hospitals is becoming more stringent; many new competitors have sprung up because of government regulations in the health sector which indeed encourage the growth of new hospitals, so it is necessary to satisfy the needs and desires of its customers more than competitors in order to survive and thrive in a high intensity of competition. (Rusli, 2019). Marketing is a process of planning and execution, starting from the conception stage, pricing, promotion, to the distribution of goods, ideas and services, to make exchanges that satisfy the individual and his institutions (Dianto in Asmuni et al, 2020). According to Tjiptono in Marlizar (2020) marketing performance is a function that has the greatest contact with the external environment, even though the company only has limited control over the company's environment. In the world of marketing, consumers are assets that must be maintained and maintained their existence in order to remain consistent with the products we produce (Romdonny and Rosmadi, 2019).

Hospital marketing strategy One of the ways to improve services is the presence of Health Tourism, which is a form of tourism travel that is quite the interest and motivation

of international tourists. Health Tourism describes medical tourists who come from Abroad and Domestic to obtain health services and facilities such as medical, dental, surgical, and so on (Dewi et al, 2019).

Not only that, when tourists do Health Tourism to a country, they also have the opportunity to visit tourist attractions in that country. This health tourism activity is one of the drivers of tourism in Indonesia considering the current epidemic that affects the motivation of tourists. The challenge of domestic health services is to improve the quality of services holistically in all aspects of health, including factors assessed by patients such as respect, comfort, order, responsibility, and professionalism in order to match health services abroad, as well as regain public trust in enjoying satisfaction. and the greatness of health services in Indonesia (Wattimena & Inge, 2014)

The City of Bukittinggi based on Government Regulation Number 50 of 2011 concerning the National Tourism Development Master Plan or called RIPPARNAS 2010-2025 in Appendix 2 stipulates the City of Bukittinggi as one of the National Tourism Destinations (DPN). . This shows that the City of Bukittinggi is a National Tourism Strategic Area (KSPN), which has the main function of tourism or has the potential for national tourism development. So that Health Tourism has the potential to be developed in areas that can respond to tourism development.

This was conveyed by the Director of Special Interest Tourism of the Ministry of Tourism and Creative Economy of the Republic of Indonesia Alexander Reyaan in a webinar entitled Health Tourism Indonesia Empowering Health & Economy Reliance by Healthy Tourism Ecosystem on 27 September 2021. Therefore, Bukittinggi can be developed towards Health tourism where one of the hospitals that has the potential and has been innovating to develop Health Tourism is the Brain Hospital Moh.Hatta (RSOMH) Bukittinggi City.

Health Tourism in the City of Bukittinggi will be a carrying capacity for the creative economy because this tourism development has been supported by the coordination and cooperation of the Ministry of Health and the Ministry of Tourism and Creative Economy. In addition, RSOMH Bukittinggi as the National Hospital of the Ministry of Health has made breakthrough innovations in the era of the Covid-19 pandemic. One of them is the program to create health tourism packages or better known as Health Tourism. The climax, RSOMH Bukittinggi, West Sumatra launched the Health Tourism Service, Thursday 9 September 2021 (gosumatara.com).

However, currently, health tourism is not widely recognized as a potential for tourism development in Indonesia. According to Rogyah (in Kartika et al., 2021) almost every region of Indonesia can be found health tourism that has been developed; This is understandable considering that Indonesia is an archipelago rich in nature and mountains, which are spread across the five largest islands in Indonesia and thousands of other small islands. The lack of data regarding the existence of health tourism that has not been developed is also one of the obstacles to the development of this tourism.

The purpose of this study was to see the efforts to improve the quality of hospital services through the implementation of health tourism at RSOMH Bukittinggi City.

II. Review of Literature

2.1 Strategy Implementation

According to David (2011:5), strategic management can be defined as the art and knowledge of formulating, implementing, and evaluating cross-functional decisions that enable an organization to achieve its goals. Strategic management focuses on efforts to

integrate management, marketing, finance or accounting, production or operations, research and development, and computer information systems to achieve organizational success.

According to Thomas L. Wheelen and J. David Hunger (2008:3), strategic management is a series of managerial decisions and actions that determine the long-term performance of the company. It includes environmental scanning (both external and internal) strategy formulation (strategy or long-term planning), implementation and evaluation of control strategy.

According to Afin (2013: 45), strategic management is a way of growing and managing the strategy of an organization or company so that it can achieve its goals properly and precisely according to the targets and time that have been set. This will form a strategy to determine the direction and next steps that will be used for the progress of the company. Therefore, serious and qualified thoughts are needed to set the strategy.

According to Indriyanty (2013: 3), strategic management is a fundamental part of corporate strategy, namely decisions about the business arena that the company will enter or leave. The corporate strategy aims to synergize cross-unit relationships. According to Pearce II and Robinson, Jr. (2008:5), is a set of decisions and actions that are the result of the formula and implementation of a plan that has been designed to achieve company goals. According to David (2011:6), the strategic management process consists of three stages, namely strategy formulation, strategy implementation, and strategy assessment.

According to John and Richard (Hendra, 2011), strategic management is a set of decision and action tools that result in the formulation and implementation of plans designed to achieve goals. There are still many notions of strategic management according to experts that the authors have not quoted in this paper, but from the several notions of strategic management above, the authors can conclude that strategic management is a series of repetitive and continuous managerial decisions and actions that include the formulation, implementation and evaluation of strategic activities systematically, overall or one of the divisions, both short and long term in an organization to achieve the desired goals.

2.2 Health Tourism

Special interest tourism that is centered on health and wellness is commonly known as health tourism. The term health tourism was first introduced by the International Union of Tourist Organizations (IUTO) to identify tourism that provides health facilities by utilizing mineral springs and the local climate.

According to Kartika (2021) Health tourism is a journey with health motivation (health tourism) which is essentially carried out in connection with health, such as medical check-ups, steam baths, mud baths, hot baths, reflexology, fitness massages, and so on. spas are rampant in Indonesia. According to Rogayah (2009) states that various notions of health tourism are given by experts as follows: Recuperation tourism is a moving or tourist activity which tourists are excited about because this place has facilities needed to be healthy. (Center for Tourism Education and Training, 1983).

Meanwhile, Eliya (2000) added that Recuperation tourism is a moving or tourist activity which tourists are excited about because this place has facilities needed to be healthy or to feel fresh air in a beautiful place. The same thing was revealed by Pendit (1996:37) which stated that recuperation tourism represents a journey of a tourist as a means to convert the place, environment and situation where he remains everyday for the benefit of rest for him in spiritual and corporeal meaning by visiting resorts. At the same time meditation like at the source of contained hot wellspring of minerals able to heal to make it healthy or at places providing other medication facilities (see also Tabacchi, Benbhi, Wahab, Webster Dictionary, Kamus Travel and Wisata and Idmarta).

It was further explained that this recuperation has been done by tourists who want to go to one place and another place because they have listened to their doctor or they have an attitude after being bored or tired from their job. While Finn (2002) sees health tourism as a long term sustainable and profitable industry. This expert then added that health tourism is not very different from beach, eco or traditional tourism. It is a bit different from the other forms of tourism due to the fact that it is a form of telemedicine and like conventional medicine, there are inherent ethical rules, codes of conduct and practice guidelines and patterns.

Based on this definition, it can be concluded that health tourism is a tourist activity carried out by people to various destinations to obtain treatment or improve health and fitness.

III. Research Method

In this study, researchers wanted to analyze how efforts to improve the quality of hospital services through the implementation of health tourism innovations at RSOMH Bukittinggi City. The research method used in this research is a descriptive qualitative research method. The qualitative research method is a method in which the data collected is in the form of words, pictures, and not numbers (Bagon and Tailor in Moloeng, 2018).

Sources of data in this study is to use primary and secondary data. The primary data used is in-depth interviews about the potential and development of *health tourism* in Bukittinggi. Interviews were conducted with several informants, namely the President Director of the Bukittinggi Hospital, the Head of the Bukittinggi City Tourism Office, the Chair of the ASITA Bukittinggi DPC, the West Sumatran ASPPI DPD Chair and the West Sumatran PATUH Chair. Interviews will be conducted to obtain information about the potential and development of health theory. While secondary data uses case studies, namely journals, books, websites, articles, and other literature studies that support this research. The locus of this research is RSOMH Bukittinggi.

IV. Result and Discussion

The city of Bukittinggi has great potential in developing *health tourism*. This was conveyed by Dr. dr. H. Alsen Arlan, Sp-KBD, MARS (President Director of RSOMH Bukittinggi) in an interview, namely that Bukittinggi has good potential to develop *health tourism*, where Brain Hospital Dr. Drs. M. Hatta Bukittinggi (RSOMH) as the National Hospital of the Ministry of Health has made a breakthrough in innovation in the current era of the Covid-19 pandemic. One of the programs developed is to make health tourism packages or better known as Health Tourism. At its peak, RSOMH Bukittinggi, West Sumatra launched the Health Tourism Service, Thursday 9 September 2021.

In addition, previously the RSOMH Bukittinggi has also held meetings with tourism partners, including DPC ASITA (Association Of The Indonesia Tours and Travels Agencies) Bukittinggi, DPD ASPPI (Association of Indonesian Tourism Actors) West Sumatra, PATUH (Umrah and Hajj Travel Association) West Sumatra to make this happen.

According to the Business Strategy Plan of RSOMH, that RSOMH is the only referral hospital for the brain and nerves in Sumatra, therefore RSOMH continues to maintain the community's need for complete and comprehensive services and by carrying out innovations, one of which is Launching Health Tourism. The development of health service networks is also carried out, with active collaboration between hospitals, regional

hospitals, health centers, mayor's/regent's offices, companies and other health service units that are more utilized for stroke prevention with the aim of increasing active collaboration with all potentials in stroke prevention efforts. effective and efficient as well as optimal support to realize stroke services as an integral part of health services that must be provided by Referral Hospitals.

This Health Tourism innovation must be studied thoroughly both from the policies and strategies that have been set including programs, budgets and procedures. After the researchers conducted research in the field, it can be explained the discussion of each indicator of the theoretical model of the implementation dimensions of the strategy of Thomas L. Wheelen and David J. Hunger as follows:

4.1 Program

Based on the Regulation of the Minister of Health of the Republic of Indonesia number 76 of 2015 concerning Medical Tourism Services that excellent services are Health service delivery programs with the main characteristics of providing high quality services rely on service quality that is based on a combination of human resource competencies, technology and a commitment to make it the best service. Following up on the regulation, RSOMH Bukittinggi City has made efforts to improve services, one of which is the *health tourism* , realizing the importance of health tourism, but it is not easy to make it happen, among others, because of the constraints of limited human resources, the burden of hospital administration that takes attention and the lack of integration with the perpetrators. such as travel agents and hospitality (Interview with Dr. dr. H. Alsen Arlan, Sp-KBD, MARS President Director of RSOMH Bukittinggi).

The Health Tourism Program is a special program that aims to organize the journey of a sick patient in a lying condition from home to the destination hospital to return home by providing tour packages. Usually the patient is accompanied by a relative or family. RSOMH has arranged accommodation such as hotels and inns, as well as arranging visits to tourist destinations. For example, for patients who perform general health checks, patients who give birth, or families of patients who want to travel, the hospital is able to facilitate it.

For the promotion of this health tourism program, RSOMH did interesting things by creating songs that were distributed via YouTube.



Source: Youtube of RSOMH City of Bukittinggi
Figure 1. Health Tourism Promotion Content of RSOMH City of Bukittinggi

This content which contains an appeal and at the same time introduces health tourism to the community is an interesting and innovative way to improve hospital services. In addition, this content also tries to cooperate with tourism in the City of Bukittinggi and travel agents in West Sumatra in the examination of *Stroke Check Up* (SCU), *Medical Check Up* (MCU), and *Neurorestoration* at RSOMH Bukittinggi. So that people who will carry out an examination at RSOMH Bukittinggi can travel to enjoy the natural beauty of the city of Bukittinggi, or even people who are traveling and need a health check can carry out a complete health examination at RSOMH Bukittinggi.

RSOMH has also received a visit from a health tourism research team appointed from the Ministry of Health in early 2022. There are several records related to the challenges in running a health tourism program at RSOMH, among others, due to internal factors from within the hospital as well as external factors originating from outside the home. Internal factors include administration and management which still need to be addressed, as well as the lack of mastery of English if there are foreign patients. While external factors include not many patients who know this service, coordination between ministries within the government that has not been aligned and hospitals have not fully integrated with tourism service providers. Tourism service providers such as hotels, travel agencies still do not have sufficient understanding of health tourism so they cannot provide services that meet the needs of patients and their families. As for the technical field of medical services, there are no significant obstacles because the hospital is experienced and competent in the medical field.

4.2 The Budget

Effectiveness of a policy implementation set by RSOMH does not escape the budget provided. The budget is provided to support a policy and program to run optimally. RSOMH Bukittinggi City gets a budget from the State Budget (State Revenue and Expenditure Budget). In accordance with the financial projections of RSOMH for 2020-2024, which is calculated referring to the strategic program for 2020-2024. The assumptions used to prepare these financial projections are as follows:

1. Macro

Assumptions The macro assumptions used are the basic macroeconomic assumptions for the preparation of the 2020 RAPBN as follows:

- Inflation rate = 3.1%
- Economic growth rate = 5.3%
- Dollar exchange rate against Rupiah = Rp. 14,400, -
- SPB interest rate 3 months = 5.4%

2. Micro Assumption

- of National Policy on JKN is still continuing
- Calculation of projected total income and total expenditure using trend analysis based on realization of income and expenditure in 2015-2018 and prognosis of income and expenditure in 2019
- BPJS-JKN patient ratio with non-guaranteed general patients is 80: 20
- The average annual growth of inpatients is 20-30%
- There is a cross subsidy between INA CBGs package rates
- There is a plan to add new services every year which will affect the addition of resources to be used
- There is still a government subsidy in operational financing and hospital investment.

Based on the above assumptions, the implementation of health tourism innovation has been accommodated in accordance with the predetermined budget stated in the 2020-2024 RSOMH business strategic plan. So far the budget for the implementation of this innovation is still sufficient, because the program is still very new and the budget allocation is intended only for promotions.

However, for the implementation of the program in the future, a large budget is needed related to the provision of facilities according to health tourism standards, such as health tourism services carried out on a one-stop service. Travel arrangement services ranging from departure, airport pick-up and visits to selected tourist attractions are carried out by trusted travel agents.

4.3 The Procedure

Procedure in implementing the strategic plan, where the findings are considered as weaknesses in the RSOMH procedures for carrying out this program, are monitoring activities that have not been carried out because this program is still in the introduction stage to both the community and tourism actors. RSOMH provides this service program with the hope that patients from outside the City of Bukittinggi and even overseas who will take treatment at RSOMH will find it easy to register, arrange trips from their hometown to Bukittinggi City and back again to their hometown. The tours that can be enjoyed by families include culinary tours, cultural tours, shopping tours, educational tours, religious tours, nature tours, and others. The goals and benefits of health tourism in this program include:

- To ease patients in taking care of accommodation and transportation from home to RSOMH until returning home.
- For the convenience of patients and families during treatment or therapy in the hospital.
- Optimizing visits while in Bukittinggi City. Patients and families can enjoy a new experience of treatment while traveling.

However, in its implementation, the RSOMH has not coordinated with the Bukittinggi City Youth and Sports Tourism Office. This can be seen from the absence of an MoU (*Memorandum of Understanding*) between the hospital and the Youth and Sports Tourism Office as a government agency that manages tourism affairs in the region.

The indirect cooperation agreement is one of the efforts to guarantee the standard of service provided to tourists to foster public trust. Strengthening promotion and collaboration is able to move and develop the service and tourism sector. With this, the aspect of socialization and coordination is very important because the success rate of a policy greatly influences how the implementation of socializing and coordinating the policy with policy objectives.

V. Conclusion

RSOMH, a National Hospital of the Ministry of Health, has made a breakthrough in innovation in the current era of the Covid-19 pandemic by launching health tourism by considering the potential of the City of Bukittinggi as a tourist destination with the availability of this service. Based on this research, the health tourism program is a special program that aims to organize the journey of a sick patient in a lying condition from home to the destination hospital to return home by providing tour packages. The challenges of implementing this program are from internal factors, including administration and management which still need to be addressed, as well as the lack of mastery of English if there are patients who are foreign nationals. While external factors include not many

patients who know this service, coordination between ministries within the government that has not been aligned and hospitals have not fully integrated with tourism service providers.

The budget for this program comes from the APBN listed in the RSOMH business strategic plan for 2020-2024. The procedure for implementing this program has not been maximized because monitoring activities have not been carried out and there is no MoU with the local government to help strengthen promotion and collaboration capable of moving and developing the service and tourism sector.

Based on the conclusions above, the researcher gave several suggestions that were put forward as recommendations in the implementation of health tourism innovations at RSOMH, among others:

1. In implementing this health tourism program policy, RSOMH should be more extravagant in disseminating this innovation, not to mention socializing the economic benefits and benefits in improving services in hospitals.
2. The quality of human resources needs to be continuously improved, among others by improving English language skills, technical skills in the latest health sector and knowledge of local tourism
3. Collaborating with relevant agencies so that all travel agents and tourism businesses are involved in this program so that the types of packages offered are more varied.
4. Support from the role of tourism stakeholders and other sectors involved are also expected to be involved in supporting the development of health tourism in the City of Bukittinggi

References

- Adriani, Y. (2017). Development of Health Tourism in Indonesia. Jakarta: Ministry of Tourism.
- Adriani, Y. (2017). Pengembangan Pariwisata Kesehatan di Indonesia. Jakarta: Kementerian Pariwisata.
- Arisanti, Y. (2019). Mengenal Wisata Kesehatan Pelayanan Medis Di Daerah Istimewa Yogyakarta. Kepariwisata: Jurnal Ilmiah, 13(1).
- Asmuni, et al. (2020). Implementation of the principle of sale and purchase transactions through MLM in Brand Branch (BC) PT. Herba Penawar Alwahida Indonesia (HPAI) Tanjungbalai. Budapest International Research and Critics Institute-Journal (BIRCI-Journal) Volume 3, No. 4, Page: 3376-3385
- Camilleri, M. A. (2018). The Tourism Industry: An Overview. In Travel Marketing, Tourism Economics and the Airline Product (Chapter 1, pp. 3-27). Cham, Switzerland: Springer Nature.
- David, Fred R. (2016). Konsep Manajemen Strategis. Edisi 15: Penerbit Salemba Empat
- David, Fred R. (2016). Strategic Management Concepts. Issue 15: Salemba Empat
- Devitra, A. (2018). Pemasaran Rumah Sakit Di Era Modern. Ditjen Yankes, Jakarta. Dipetik January 5, 2019, dari <http://yankes.depkes.go.id/read-pemasaranrumahsakit-di-era-modern--5781.ht>
- Doshi, D. R. (2008). Health Tourism: An Exploratory Study On Motivation, Satisfaction And Consumption Behaviour Of Health Tourists In Malaysian Private Hospitals. Retrieved August 1, 2018, from [http://repository.um.edu.my/832/1/Dharmesh R Doshi - Research Project Dec 2008 - MBA.pdf](http://repository.um.edu.my/832/1/Dharmesh%20Doshi%20-%20Research%20Project%20Dec%202008%20-%20MBA.pdf)
- Finn, Emanuel, (2002), Health Tourism, Volume No 1 Issue No 23, Friday, June 28, 2002
- Government Regulation Number 50 of 2011 concerning the National Tourism

Development Master Plan orin 2010-2025

- Hunger & Thomas L. Wheelen, J. David Publishers. 2001. Strategic Management. Yogyakarta: Publisher Andi.
- Hunger & Thomas L. Wheelen, J. David. (2001). Manajemen Strategis. Yogyakarta: Penerbit Andi.
- Laesser, C. (2011). Health travel motivation and activities: insights from a mature market – Switzerland. *Tourism Review*, 66(1/2), 83–89. <https://doi.org/10.1108/1660537111112725>
- Marlizar, et al. (2020). The Role of Market Orientation and Creativity in Affecting the Marketing Performance of Market Traders in Aceh Market Banda Aceh City. *Budapest International Research and Critics Institute-Journal (BIRCI-Journal)*.P. 1114-1127
- Moleong, Lexy J. (2007). Metode Penelitian Kualitatif. Bandung: Remaja Rosdakarya.
- Moleong, Lexy J. (2007). Qualitative Research Methods. Bandung: Rosdakarya Youth.
- Musa, G. (2012). How Satisfied are Inbound Medical Tourist in Malaysia? *Journal of Travel and Tourism Marketing*, 629-646.
- Nieamah, K. F., & Purwoko, Y. (2021). Strategi Pengembangan Health Tourism di Yogyakarta. *Journal of Tourism and Economic*, 4(1), 38-46.
- Peraturan Menteri Kesehatan RI nomor 76 Tahun 2015 tentang Pelayanan Wisata Medis
- Peraturan Pemerintah Nomor 50 tahun 2011 tentang Rencana Induk Pembangunan Kepariwisata Nasional atau disebut RIPPARNAS tahun 2010-2025
- Pitana, I Gede and Gayatri, Putu G. (2005). Sociology of Tourism. Yogyakarta: PT. Andi
- Pitana, I Gede dan Gayatri, Putu G. (2005). Sosiologi Pariwisata. Yogyakarta: PT. Andi
- Regulation of the Minister of Health of the Republic of Indonesia number 76 of 2015 concerning Medical Tourism Services Business Strategy Plan for Brain Hospital Moh
- Rencana Strategi Bisnis Rumah Sakit Otak Moh.Hatta Kota Bukittinggi Tahun 2020-2024
- Romdonny, J., Rosmadi, M. L. N. (2019). Factors Affecting Customer Loyalty in Products. *Budapest International Research and Critics Institute-Journal (BIRCI-Journal)* Volume 2, No 1, Page: 337-343
- Setiawan, B. Wisata Medis dalam Peningkatan Pelayanan Rumah Sakit. *Jurnal Paradigma: Jurnal Multidisipliner Mahasiswa Pascasarjana Indonesia*, 1(1), 21-28.
- Smith, Melanie dan Puczkó, László. (2009). Health and Wellness Tourism. Butterworth-Heinemann is an imprint of Elsevier, Linacre House, Jordan Hill, Oxford OX2 8DP, UK 30 Corporate Drive, Suite 400, Burlington, MA 01803, USA, Retrive.
- Sofjan Assauri. (2016). Manajemen Strategic, Sustainable Compeyitive Advantages, (PT RajaGrafindo Persada: Jakarta.
- Sofjan Assauri. (2016). Strategic Management, Sustainable Competitive Advantages, (PT RajaGrafindo Persada: Jakarta.
- Wattimena, & Inge. (2014). Menelusuri Arus Pemeriksaan Kesehatan Dan Pengobatan Ke Luar Negeri. *Jurnal Ners Lentera*, 1-1