



Analysis of Health Management Strategies in Improving Hospital Service Quality: Literature Review

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Article Info

Article history:

Received 24 May, 2024

Revised 07 Jul, 2024

Accepted 25 Jul, 2025

Keywords:

Strategic Management, Service Quality, Hospital, Literature Review

ABSTRACT

Hospital services today face increasing public demands for fast, safe, and high-quality care. To meet these challenges, an appropriate, integrated, and sustainable health management strategy is required. This study aims to analyze effective health management strategies for improving the quality of hospital services through a systematic literature review. The method used is a Systematic Literature Review (SLR), examining 15 Indonesian-language scholarly articles from Google Scholar published between 2020 and 2025. From the selection process, 8 articles met the inclusion criteria and were further analyzed based on managerial strategies and their impact on service quality. The findings show that strategies such as thorough planning, strengthening human resources, implementation of Hospital Management Information Systems (HMIS), and quality evaluation methods such as Total Quality Management (TQM), Kaizen (5R), and FMEA play a significant role in improving service quality. The application of international standards such as ISO 9001:2015, enhanced communication, and regular evaluations using quality indicators and the Balanced Scorecard also contribute substantially. In conclusion, a combination of integrated management strategies focused on continuous improvement has proven effective in creating optimal, efficient, and competitive hospital service quality.

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INTRODUCTION

Hospitals as health service institutions have a central role in improving the degree of public health. The main challenge faced by hospitals today is the increasing public demands for the quality of health services, both in terms of safety, speed, and patient satisfaction. In this context, strategic management is the main key in directing all hospital resources to achieve the organization's goals, which are to provide quality and sustainable health services. (Ambari et al., 2023)

According to the WHO Hospitals are an integrated organization from the social and medical fields that functions as a center for health care providers, both in terms of prevention and training centers, as well as social biology research. Hospitals are one of the health service institutions that have an important role in improving the degree of public health. (Bambang Sulisty & Dety Mulyanti, 2023)

According to Law of the Republic of Indonesia No. 36 of 2009 Chapter 4 Article 54, it is stated that the implementation of health services is carried out responsibly, safely, qualityly, and evenly and non-discriminate (Leo Pratama Agung & Dety Mulyanti, 2023). Service is all efforts made by employees to meet the wishes of their customers with the services they will provide. Customer satisfaction is a post-purchase evaluation which is an alternative that is chosen to at least provide the same results or exceed the customer's expectations, while dissatisfaction arises if the results obtained do not meet the customer's expectations. (Bambang Sulisty & Dety Mulyanti, 2023)

The management of health strategies in hospitals not only focuses on the implementation of operational plans, but also includes the establishment of clear organizational visions, missions, and goals. An

analysis of the internal and external environment is essential to identify the strengths, weaknesses, opportunities, and threats facing the hospital. Thus, hospitals can formulate the right strategies, such as intensive, integrative, and concentrative strategies, to be able to compete and adapt to changes that occur in the external environment. (Melani & Andean, 2024)

The implementation of an effective health management strategy will encourage hospitals to make continuous improvements, both in terms of services, human resources, and information systems. In addition, regular monitoring and evaluation are an important part to ensure that every strategy implemented really has a positive impact on improving the quality of health services. Thus, the analysis of health management strategies is indispensable as a foundation for the development and improvement of the quality of hospital services. (Maya Saufinah Pane et al., 2023)

RESEARCH METHODS

The research method used is systematic literature review, with a secondary data source of 15 articles with 3 articles (33.3%) in 2022, 6 articles (66.7%) published in 2023, 4 articles (44.4%) in 2024, and 1 article (11.1%) in 2025 obtained through journals & research outputs that have been published on Google Scholar, using journal criteria that are in accordance with the research topic used, using Indonesian and has been published in the last four years (2022-2025), and can be accessed in fulltext. After that, the journals were selected by the authors and assigned 8 journals to be reviewed using a table to detect the content of the journal and draw conclusions from several journals that had been analyzed.

RESULT

Yes	Writer	Year	Types of research	Research results
1	Alya Indana Zulfa, Dinda Febriani, Anggi Fadillah Putri Siregar, and Dewi Agustina.	2023	This study uses a qualitative type of research – literature. By collecting several journals from google scholars to dig deeper information about the differences from previous research.	It has been found that in careful strategic planning, resource strengthening, the implementation of hospital management information systems (SIMRS), and evaluative techniques such as Total Quality Management (TQM), Kaizen (5R), and Failure Mode and Effect Analysis (FMEA) have all been found to improve service quality
2	Amber, Elvin Sunarsih, and Misna Minarti	2023	This research uses a literature study methodology or literature review. The author collects and researches secondary data on health service quality management in Indonesian hospitals from various scientific publications and journals.	Based on the results of the study, the implementation of ISO 9001:2015, strengthening BPJS service management, developing SIM-RS, accreditation, Total Quality Management (TQM), and effective data management can help improve the quality of hospital services. The goal of all these initiatives is to improve the effectiveness of hospital services and patient happiness in Indonesia.
3	Ahmad Fachrurrozi,	2023	This study uses the Systematic Literature Review (SLR) method. This	The results of the study can be concluded that the degree or level

	Dimas Ageng Prayogo, and Dety Mulyanti		means that the researcher reviewed and analyzed a number of scientific articles that met certain inclusion and exclusion criteria in order to draw systematic conclusions related to the strategy to improve the quality of health services in hospitals.	of health service indicators that are prepared in accordance with relevant service standards is a reflection of the quality of health services. With monitoring and assessment, strategies can be implemented as efficiently as possible.
4	Dewi Agustina, Lutfiyah Nada Salsabila, Eka Madani Nasution, and Deliana S	2023	Against the backdrop of the importance of improving the quality of hospital healthcare in response to the problems of rising sickness rates, population density, and consumer demand for high-quality care. The choice of this method is relevant because it looks at the various quality improvement tactics that have been researched. Through a literature review, researchers can collect, compare, and evaluate various methods from scientific publications to identify best practices that can be implemented by hospitals.	This research proves that better communication between patients and service providers, increased empathy, and efficient use of funds to improve infrastructure and facilities, including the construction of health facilities and the provision of medical equipment that is still lacking in hospitals, are ways to improve the quality of health services in hospitals. In other words, the results of the service will provide satisfaction because satisfaction is closely related to the improvement of service, the better the service provided to the patient, the higher the level of patient satisfaction. The quality of health services is a guarantee for the community to obtain an optimal degree of health. Quality health services are the ultimate goal of providing services in hospitals.
5	Ni Putu Indah Rosita, I Wayan Septa Wijaya, and Ni Luh Ayu Citra Mutiarahati	2023	This article is a literature review in terms of research methodology. For this study, various related publications on hospital management techniques, quality of service, and patient happiness were collected, examined, and analyzed from reliable sources such as PubMed, Sciencedirect, Mendeley, and Google Scholar.	From the results of the research and discussion, it can be concluded that improving the quality of hospital services requires coordination between management strategies and service management, which is supported by medical equipment, facilities, and skilled medical staff. To overcome the limitations of

			<p>Given the growing number of hospitals and rising patient expectations, the background is used to address the growing demand for high-quality healthcare services. Researchers can develop efficient management strategies based on data and experience from multiple sources to improve hospital service standards according to community needs by using the literature review method.</p>	<p>technology and specialized medical personnel, improvement initiatives can be implemented through cooperation with the government, alliances with international investors, and strengthening human resources. To drive motivation and service innovation, training in areas such as teamwork, excellent service, and excellent service is essential. Customer satisfaction surveys must also be conducted periodically to assess and improve the quality of service.</p>
6	Gift Deswita, Herman Sudirman, and Sri Widodo	2021	<p>This study uses a qualitative method that is descriptive, which aims to describe and explain in depth the application of the Total Quality Management (TQM) method in an effort to improve the quality of hospital services</p>	<p>The results of the study show that the management of Hospital X has provided full support in efforts to improve the quality of service. Of the ten elements of Total Quality Management (TQM), nine elements such as customer focus, obsession with quality, teamwork, continuous improvement, and employee empowerment have been well implemented. However, long-term commitments have not been optimally socialized, so not all employees understand the strategic direction of the hospital. In general, the quality of hospital services is considered quite good, and efforts to implement TQM continue to be maximized as the main indicator in realizing services that meet patient expectations.</p>
7	Joko Susanto, Ahdun Trigono, and Dicky Yulius Pangkey	2025	<p>This research is an operational research with a qualitative approach to case studies. The goal is to explore the implementation of the Infection Prevention and Control (PPI) program at Unimedika Setu Bekasi Hospital in depth. Data was collected through interviews (FGD), observation, and document review, then analyzed narratively with validity strengthened through data triangulation.</p>	<p>The results of the study show that the implementation of the Infection Prevention and Control (PPI) program at Unimedika Setu Bekasi Hospital has been running but has not been optimal. Health workers' compliance with hand hygiene and the use of personal protective equipment is still low. Facilities and infrastructure are inadequate, and the PPI budget has not been specifically allocated. However, there is a downward trend in the number of infections, and some procedures such as the disposal of sharp waste have been up to</p>

				standard.
8	Nopriwan, Septo Pawelas Arso, and Nurjazuli Nurjazuli	2022	The type of research in this study is observational with a quantitative approach , which aims to test the hypothesis regarding the influence of patient perception on service quality and outpatient satisfaction. This study used a cross-sectional design, where data were collected at a specific time, namely February 2022.	The results of the study showed that the quality of service had a positive effect on outpatient satisfaction at the Nuclear Medicine Unit of Dr. Kariadi Semarang Hospital. The three dimensions of satisfaction analyzed are overall satisfaction, expectation, and experience are significantly influenced by several aspects of service quality, especially availability and convenience . However, the timeliness (timeliness) and responsiveness (responsiveness) indicators do not always have a significant influence. The patient satisfaction value is still below the minimum standard of the hospital (80%), so service improvement is needed, especially in terms of comfort and punctuality.

DISCUSSION

Based on the results of a study of eight scientific articles analyzed in this study, health management strategies are proven to play an important role in improving the quality of hospital services. Various strategic approaches such as careful planning, strengthening information systems, implementing international quality standards, and effectively managing human resources have proven to result in significant improvements in health services. The following is a more detailed description of each of the findings of the literature analyzed.

Strategic and Evaluative Planning for Quality Improvement

Alya Indana Zulfa et al. (2023) said that strategic planning carried out carefully can be a strong foundation in efforts to improve service quality. The application of the hospital management information system (SIMRS), strengthening resources, and using evaluative techniques such as Total Quality Management (TQM), Kaizen (5R), and Failure Mode and Effect Analysis (FMEA) are complementary strategies. Kaizen encourages an efficient and clean work culture, while FMEA is used to detect service risks early and anticipate possible failures. These strategies synergize with each other in encouraging systematic improvement of service quality (Zulfa et al., 2023).

ISO 9001:2015 Implementation and Service Accreditation

Ambari, Sunarsih, and Minarti (2023) emphasized that the implementation of the ISO 9001:2015 international quality standard is a crucial step in creating efficient and customer-oriented hospital governance. These standards assist hospitals in developing well-documented, accountable, and structured operational systems. In addition, they also highlighted the importance of hospital accreditation and the development of SIMRS as a quality management tool. The comprehensive implementation of ISO has been

proven to increase service effectiveness and patient happiness, as well as provide quality assurance to the community (Ambari et al., 2023).

Monitoring Quality Indicators and Efficiency of Strategies

Research by Ahmad Fachrurrozi et al. (2023) underscores the importance of monitoring and evaluating service indicators as part of the implementation of a quality strategy. Quality indicators, such as patient satisfaction, lead time, and infection rate, can be used as a benchmark to determine the effectiveness of the strategy that has been implemented. With systematic evaluation, improvement strategies can be implemented efficiently and data-driven. This assessment is also a reflective tool to increase the accountability and transparency of hospital services (Fachrurrozi et al., 2023).

Empathy and Communication as Components of Quality Service

Findings from Dewi Agustina et al. (2023) show that good communication between health workers and patients has a great effect on the perception of service quality. Improving empathy and the quality of patient-health worker interaction is an important element in realizing patient-centered services. In addition, the efficient use of funds to improve physical facilities and medical facilities also plays a role in creating patient comfort and increasing satisfaction. This shows that non-technical aspects such as humanistic communication and service are as important as technological and information system innovations (Dewi Agustina et al., 2023).

Multi-sector Management Coordination and Collaboration

Ni Putu Indah Rosita et al. (2023) emphasized the need for coordination between strategic management and service management in optimizing service quality. Medical equipment, adequate facilities, and competent medical personnel must be proportionately available. Challenges such as limited specialist human resources and technology must be overcome through strategic collaboration with the government and the private sector, including international investors. Regular training on excellent service and teamwork is also needed to improve staff competence and support service innovation (Rosita et al., 2023).

The Application of TQM in the Context of Hospital Operations

Research by Kurnia Deswita et al. (2021) proves the effectiveness of the implementation of Total Quality Management (TQM) in improving the quality of hospital services. Of the ten key elements of TQM, nine have been well implemented, including a focus on customers and employee enablement. However, the lack of socialization regarding long-term commitments causes some employees to not fully understand the strategic direction of the hospital. Therefore, strengthening the quality culture needs to be integrated at all levels of the organization (Kurnia Deswita et al., 2021).

Evaluation of Infection Prevention and Control Programs

Joko Susanto et al. (2025) in their research on the Unimedika Setu Bekasi Hospital highlighted the importance of the Infection Prevention and Control (PPI) program. Although the program has been running, its implementation is still not optimal due to lack of budget allocation and staff compliance with hygiene protocols. However, the trend of decreasing infection rates shows that this intervention still has a positive impact on the quality of services (Susanto et al., 2025).

Correlation of Service Quality and Patient Satisfaction

Nopriwan et al. (2022) examined the relationship between service quality and patient satisfaction in outpatient services. They found that aspects such as availability and convenience had a significant effect on satisfaction levels. However, the dimensions of timeliness and responsiveness have not shown a strong influence. This means that hospitals still need to strengthen service efficiency aspects in order to achieve minimum service quality standards (Nopriwan et al., 2022).

Based on the results that have been analyzed, that improving the quality of hospital services cannot be achieved through a single approach. Instead, it requires a combination of strategies that include managerial, technological, operational, and humanistic aspects. The continuous implementation of TQM, SIMRS, ISO 9001:2015, quality indicators, and human resource training has proven to be effective in creating services that are not only efficient, but also oriented towards patient safety and satisfaction. Strengthening the monitoring and evaluation system, as well as cross-sector collaboration, is a next step to achieve sustainable and competitive superior service quality.

CONCLUSION

Based on the results of the literature review of the eight scientific articles analyzed, it can be concluded that health management strategies have a vital role in improving the quality of hospital services as a whole. A comprehensive and integrated approach is the key to the hospital's success in providing safe,

effective, and patient satisfaction-oriented services.

Strategies that have proven effective include:

Careful strategic planning, with SWOT analysis for adjustment to internal and external environmental dynamics.

Strengthening Human Resources (HR) through continuous training, teamwork, and increased empathy and communication.

The use of information technology, especially the implementation of the Hospital Management Information System (SIMRS) in supporting administrative efficiency and data-based decision-making.

The implementation of quality systems such as TQM, Kaizen (5R), and FMEA, which encourages a culture of continuous improvement and error prevention.

Standardization through ISO 9001:2015 and hospital accreditation, which ensures the management system runs systematically and scalably.

Periodic monitoring and evaluation, with the use of quality indicators and strategic tools such as the Balanced Scorecard to measure performance from various dimensions.

Cross-sector coordination between hospital management, the government, and external parties in supporting the development of facilities and competencies of medical personnel.

All of these strategies, when implemented in a coordinated and sustainable manner, have been proven to improve the quality of hospital services, both in terms of operations, patient safety, and service user satisfaction. Therefore, the analysis of health management strategies is not only important as a basis for decision-making, but also as a foundation in building an adaptive, professional, and competitive health service system.

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