



A JURIDICAL ANALYSIS OF THE ROLE OF HOSPITAL MANAGEMENT IN OPTIMIZING HEALTHCARE SERVICES: A CASE STUDY AT REGINA MARIS HOSPITAL

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Article Info	Abstract
Article History Received: 2025-05-05 Revised: 2025-05-06 Published: 2025-06-06	<p>This study discusses the initial limits of authority of hospital management in improving the quality of health services, with a case study at Regina Maris Hospital, Medan. Hospitals as public service institutions have complex structures that require professional management within a legal framework. The focus of the study includes: (1) the initial limits of authority of hospital management in managing service quality, (2) legal and administrative factors that influence this authority, and (3) challenges and solutions in its implementation. The method used is normative juridical with an analysis of statutory regulations, legal doctrine, as well as Gustav Radbruch's theory of legal certainty and AV Dicey's theory of administrative law.</p> <p>The research results show that Regina Maris Hospital management has exercised its authority in accordance with the principles of legality and accountability, including in establishing service standards, managing human resources, implementing a hospital management information system (SIMRS), and guaranteeing patient rights. Regulatory factors such as accreditation obligations and competency standards serve as the main limits of authority. Challenges faced include limited human resources, delays in adopting information technology, and financial management constraints. Nevertheless, Regina Maris Hospital has implemented solutions in the form of ongoing training, educational collaboration, internal audits, and service financing innovations.</p> <p>This study recommends that hospital management adapt its managerial systems to regulatory and technological developments, strengthen human resources, and encourage digital transformation in healthcare services. A regulatory-based and accountable approach will establish hospitals as institutions that ensure quality service, fairness, and legal protection for the community on a sustainable basis.</p>
Keywords: <i>Hospital Management, Limits of Authority, Quality of Health Services, Legal Certainty, Administrative Accountability</i>	

I. INTRODUCTION

Hospitals are highly complex and unique entities within the public service system, particularly in the health sector. As healthcare facilities that provide comprehensive individual health services, hospitals have functions that encompass promotive, preventive, curative, rehabilitative, and/or palliative care. (Siyen, Hadi, and Asriwati 2020) This is reflected in the Republic of Indonesia Law Number 17 of 2023 concerning Health, where hospitals are recognized as health facilities that must provide comprehensive health services to the community through various services, including inpatient,

outpatient, and emergency care. (Rahmadsyah and Sidi 2023)

The complexity of hospitals is also evident in the various elements involved in their operations, including leadership, medical services, nursing, medical and non-medical support, and administration. According to Article 186 of Law No. 17 of 2023, hospital leadership must be held by medical personnel, health workers, or professionals with hospital management competencies. This demonstrates that hospital management plays a key role in ensuring that all operational elements work harmoniously and effectively to provide high-quality healthcare services. (Anwar, Zarzani, and Chermanto 2023)

Article 186

- (1) *The organizational structure of a hospital consists of at least leadership elements, medical service elements, nursing elements, medical and non-medical support elements, administrative implementing elements, and operational elements.*
- (2) *The leadership elements of the Hospital as referred to in paragraph (1) are held by:*
 - a. *Medical personnel;*
 - b. *Health workers; or*
 - c. *professional staff, who have hospital management competencies.*

However, the main challenge in hospital management is ensuring that healthcare services provided meet established standards, both in terms of regulatory compliance and service quality. This often becomes an issue, especially when patients are dissatisfied with the services they receive. This dissatisfaction often leads to legal disputes between patients and hospitals, where patients feel they have been harmed by negligence or errors committed by medical personnel or the hospital itself.

In this context, optimizing healthcare services in hospitals is crucial. Optimal care is not only about how well patients are cared for, but also how hospitals manage their human resources, infrastructure, and technology to ensure efficient and effective healthcare delivery. (Dachban, Sidi, and Saragih 2023) Furthermore, optimization also relates to how hospitals fulfill their legal obligations to patients, as stipulated in Article 189 of Law No. 17 of 2023, which emphasizes the importance of providing accurate information, safe, high-quality, and anti-discriminatory health services, and respecting patient rights.

Suboptimal healthcare services can be caused by various factors, including a lack of coordination between hospital units, inadequate management understanding of operational standards, and a lack of resources to support healthcare delivery. Therefore, hospital management has a significant responsibility to ensure that all elements within the hospital operate according to established standards, ensuring that healthcare services meet patient expectations and comply with applicable regulations.

One of the challenges frequently faced by hospital management is how to integrate the various functions within the hospital to achieve optimal service. The hospital's healthcare

function will be optimal if every healthcare worker works in accordance with hospital service standards, standard operating procedures, and professional standards. The hospital's public responsibility as a public service provider is also regulated in Article 15 of Law No. 25 of 2009 concerning Public Services, which stipulates that public services must meet clear boundaries and relationships regarding the rights, responsibilities, obligations, and authorities of all related parties. (Hasna, Laila, and Andri 2023)

Article 15

The organizer is obliged to:

- a. *compile and establish service standards;*
- b. *compiling, determining and publishing service announcements;*
- c. *placing competent implementers;*
- d. *provide public service facilities, infrastructure and/or infrastructure that support the creation of an adequate service climate;*
- e. *provide quality services in accordance with the principles of public service provision;*
- f. *carry out services in accordance with service standards;*
- g. *actively participate and comply with laws and regulations related to the provision of public services;*
- h. *provide accountability for the services provided;*
- i. *assisting the community in understanding their rights and responsibilities;*
- j. *responsible for managing public service organizations;*
- k. *provide accountability in accordance with applicable law if resigning or relinquishing responsibility for a position or office; and*
- l. *fulfilling a summons or representing an organization to attend or carry out an order for a legal action at the request of an authorized official from a state institution or government agency that has the right, authority and legality in accordance with statutory regulations.*

Furthermore, hospital management must ensure that the healthcare services provided adapt to the dynamics of technological and medical developments, as well as the increasingly complex needs of patients. Therefore, the role of hospital management in optimizing healthcare

services is crucial, particularly in creating a system that can adapt to change, comply with regulations, and meet public expectations.(Astuti and Sh 2009)

In this increasingly complex era, demands on hospitals extend beyond providing quality medical services, to ensuring their management can quickly adapt to regulatory and technological changes. Hospitals must be able to transform into dynamic organizations that are responsive to evolving patient needs. This requires not only a thorough understanding of applicable regulations, as stipulated in Law No. 17 of 2023 concerning Health, but also the implementation of strategic management focused on continuously improving service quality. Without a proactive and measurable approach, hospitals risk falling behind in providing optimal services and facing various legal and operational challenges.(A. Sembiring and Sidi 2024)

Furthermore, hospital management plays a central role in creating a culture of accountability and transparency across all levels of the organization. This is crucial to ensure that every decision is based on strong ethical and legal principles and is oriented toward patient well-being. Failure to manage these aspects can have devastating consequences, not only in terms of financial losses but also in terms of reputation and public trust in healthcare institutions. Therefore, this study will not only explore how hospital management at Regina Maris Hospital can be optimized, but will also emphasize the importance of compliance with existing regulations as a key foundation for achieving superior and sustainable healthcare services. This study examines the role of hospital management in optimizing healthcare services at Regina Maris Hospital. The focus of this study is to analyze how hospital management can influence the quality of healthcare services through implemented policies, regulations, and strategies. This study will also explore the challenges faced by hospital management in carrying out its functions and provide recommendations on how hospital management can be more effective in ensuring that healthcare services provided meet established standards and meet patient expectations.(Njoto 2011)

In the context of healthcare, the role of hospital management is crucial in determining the quality of services provided to the public. Hospital management is not merely responsible for managing day-to-day operations but also for ensuring that all implemented policies comply with applicable regulations and improve the

quality of healthcare services. Failures in management can have far-reaching consequences, ranging from patient dissatisfaction to legal issues that can lead to administrative and criminal sanctions for the hospital. Therefore, a study of the initial limits of hospital management's authority in improving the quality of healthcare services is highly relevant to provide a more comprehensive understanding of the limits of authority, responsibilities, and challenges faced by hospital management in carrying out its functions.

In analyzing the role of hospital management, this study uses the Legal Certainty theory proposed by Gustav Radbruch. This theory emphasizes that the law must provide certainty in regulating legal relations between individuals and institutions with the state, so that every policy made by hospital management must have a clear and accountable legal basis. Legal certainty in this context relates not only to regulations governing health service standards, but also to the clarity of the initial authority limits of hospital management in formulating policies and making strategic decisions. If hospital management does not have clear authority limits, then the policies taken could potentially violate the law or conflict with applicable service standards, which ultimately can have a negative impact on the health services provided.

In addition to the theory of legal certainty, this research is also based on the Administrative Law Theory developed by A.V. Dicey. This theory emphasizes that in an administrative law system, every policy made by public institutions, including hospitals, must be based on the principles of due process of law and legal accountability.(Alfina 2019) This means that hospital management must implement policies that are not only effective in improving the quality of healthcare services but also legally and administratively accountable. In this context, it is important to examine the initial limits of hospital management's authority to ensure that the policies and practices implemented by the hospital align with applicable legal provisions, while also ensuring transparency and accountability in healthcare services.

The focus of the problem study that I discuss in this research is:

1. What are the initial limits of authority of hospital management in managing and improving the quality of health services at Regina Maris Hospital?

2. What are the legal and administrative factors that influence the initial limits of authority of hospital management in improving the quality of health services?
3. What are the challenges and solutions in implementing the initial limits of authority of hospital management in improving the quality of health services?

II. RESEARCH METHODS

This research uses a normative juridical method,(Sidi 2020)which is based on a study of applicable legal norms, both in statutory regulations and in legal doctrine relevant to the initial limits of authority of hospital management in improving the quality of health services. The approach used is a statutory approach (statute approach) and a conceptual approach (conceptual approach) to analyze the limits of authority of hospital management based on applicable positive law, such as Law Number 17 of 2023 concerning Health and Law Number 25 of 2009 concerning Public Services. In addition, this study also uses an analysis of court decisions and legal literature to understand how the principles of legal certainty and administrative legal accountability are applied in hospital management in the context of optimizing health services. With this method, the research is expected to contribute to formulating legal solutions to the challenges faced by hospital management in meeting health service quality standards in accordance with applicable regulations.

III. RESULTS AND DISCUSSION

A. Limits of Authority of Hospital Management in Managing and Improving the Quality of Health Services at Regina Maris Hospital

Regina Maris Hospital, located in Medan, North Sumatra, has established itself as one of the leading healthcare providers in the region. With modern facilities and a wide range of specialist services, the hospital is committed to providing high-quality healthcare to the community. However, in its efforts to achieve optimal service standards, it is important to understand the limitations of the hospital's initial management authority within the context of health law and public service law.(Putra, Sidi, and Hasibuan, nd)

The initial limits of hospital management authority refer to the authority and responsibility held by hospital management from the beginning of its operations. This includes planning, organizing, implementing, and overseeing all aspects of the healthcare services provided. Legally, these limits of authority must comply with applicable laws and regulations, including Law No. 17 of 2023 concerning Health and Law No. 25 of 2009 concerning Public Services.(PUSMILASARI 2021)

Law Number 17 of 2023 concerning Health emphasizes that hospitals must have a permanent staff, including medical personnel and other healthcare professionals. This means that hospital management has the authority to recruit, place, and dismiss healthcare workers according to needs and established service standards. However, this authority is limited by legal provisions governing the qualifications, competencies, and professional ethics of healthcare workers. Management cannot, for example, employ medical personnel who do not have a practice license or whose license has been revoked for ethical violations.

Furthermore, hospital management is responsible for ensuring that all healthcare services provided meet quality and patient safety standards. This includes providing standard medical equipment, implementing standard operating procedures, and implementing continuous quality improvement programs. However, management's authority is limited to compliance with government regulations and accreditation standards established by authorized bodies. Management does not have the authority to unilaterally change these standards for operational efficiency or other reasons.(Yunanto and Helmi 2024)

Law Number 25 of 2009 concerning Public Services provides a framework for the provision of public services, including healthcare services, by hospitals. Hospital management has the authority to establish service standards, develop service information, and appoint competent personnel. However, this authority is limited by public service principles such as the public interest, legal certainty, equal rights, and accountability.

For example, in establishing service standards, management must ensure that these standards are non-discriminatory and accessible to all levels of society. Management cannot establish policies that restrict access to services for certain groups without a legitimate reason and

in accordance with laws and regulations. Furthermore, management is required to provide transparent information regarding the types of services, procedures, costs, and patient rights and obligations. Failure to fulfill this obligation can be considered a violation of the public's right to receive good public services.

Regina Maris Hospital has demonstrated its commitment to providing high-quality healthcare. It offers a wide range of medical services, including a heart center, vision center, oncology center, trauma center, obstetrics and gynecology center, and pediatrics. It also offers a urology clinic, an autoimmune clinic, a gastrointestinal intervention and endoscopy clinic, a cancer clinic, pain management, and medical rehabilitation.(Rahmadsyah and Sidi 2023)

For outpatients, the process begins with filling out their information in person or by appointment. After registration, patients are directed to the outpatient department for a consultation with the relevant doctor. Following the examination, patients can complete payment or insurance claim paperwork and then pick up their prescribed medication at the pharmacy before leaving.

For inpatients, the service process begins with arrival at the Emergency Department (ER), either through a referral from the polyclinic or by prior appointment. After registration, patients will be assigned to the appropriate inpatient room to receive care from the appropriate doctor. Once declared cured and able to resume their activities, patients complete administrative payments, including checking service fees, doctor's fees, and insurance claims, before being discharged.

Although Regina Maris Hospital does not yet accept patients with BPJS health insurance, it serves patients with partner insurance and those paying out-of-pocket. To improve service quality, Regina Maris Hospital also inaugurated a Trauma Center focused on patient care with rapid and precise accuracy. This Trauma Center collaborates with BPJS Employment and Jasa Raharja to provide services.

Based on the Legal Certainty theory proposed by Gustav Radbruch, Regina Maris Hospital has demonstrated the implementation of legal certainty in its management policies. Every aspect of the initial limits of authority of this hospital management is based on clear regulations, specifically Law Number 17 of 2023 concerning Health and Law Number 25 of 2009 concerning Public Services. Compliance with these regulations reflects that all policies taken by

management are not only based on administrative considerations but also have strong legal legitimacy. Thus, this hospital's policies are not vulnerable to lawsuits or claims of administrative malpractice that often occur in other healthcare institutions due to decisions that have no definite legal basis. This demonstrates that the initial limits of authority of this hospital management are not only administrative parameters, but also legal instruments that must be adhered to to ensure safe and quality services for the community.(PUSMILASARI 2021)

Meanwhile, from the perspective of Administrative Law Theory developed by AV Dicey, Regina Maris Hospital has demonstrated the principles of due process of law and legal accountability in the provision of its health services. The service standards set by this hospital have fulfilled the principles of legal certainty and public accountability as stipulated in Article 15 of Law Number 25 of 2009. Hospital management focuses not only on fulfilling health service standards, but also on transparency in conveying information related to medical procedures, costs, and patient rights. With an accountable and non-discriminatory service system, as mandated in Article 189 of Law Number 17 of 2023, this hospital has eliminated various potential conflicts that often arise due to unclear service standards in many other hospitals. Thus, Regina Maris is not only a hospital that operates administratively, but also legally has demonstrated compliance with the principles of state administrative law in carrying out its duties and functions as a public health service provider.(Yunanto and Helmi 2024)

B. Law and Administration that Influence the Initial Authority Limits of Hospital Management in Improving the Quality of Health Services

Hospital management plays a crucial role in ensuring quality healthcare services that meet established standards. The initial scope of management authority encompasses authority and responsibility from the planning, organization, implementation, and oversight stages of all hospital operations. Within the legal and administrative context in Indonesia, several key regulations influence this scope of authority, particularly Law No. 17 of 2023 concerning Health and Law No. 25 of 2009 concerning Public Services. A case study of Regina Maris Hospital will demonstrate how effective management can

address common healthcare challenges.(Siyen, Hadi, and Asriwati 2020)

Legal Framework Affecting Hospital Management

- a. Law Number 17 of 2023 concerning Health
This law serves as the primary legal basis for regulating various aspects of healthcare in Indonesia. Several key articles relating to hospital management include:

- Article 186: Regulates the organizational structure of hospitals, which must consist of leadership, medical services, nursing, medical and non-medical support, administrative staff, and operations. Leadership is held by medical personnel, health workers, or professionals with hospital management competencies.
- Article 189: Emphasizes the hospital's obligation to provide correct information, safe, quality, anti-discriminatory health services, and respect patient rights.

- b. Law Number 25 of 2009 concerning Public Services

This law aims to provide legal certainty in the relationship between the public and public service providers. Several key provisions affecting hospital management include:

- Article 4: Establishes the principles of public service, such as public interest, legal certainty, equal rights, balance of rights and obligations, professionalism, participation, equal treatment/non-discrimination, openness, accountability, special facilities and treatment for vulnerable groups, timeliness and speed, convenience, and affordability.
- Article 15: States the obligations of public service providers to prepare and determine service standards, place competent implementers, provide supporting facilities and infrastructure, provide quality services in accordance with the general principles of good governance and corporate governance, and implement services in accordance with established standards.

Some of the problems frequently faced by hospital management in improving the quality of health services include:

- Compliance with Standards and Regulations: Many hospitals face difficulties in meeting service standards and regulations set by the government, which can impact the quality of service.

- Availability and Competence of Human Resources (HR): A shortage of competent medical and health personnel can hamper hospital operations and reduce the quality of service.
- Facility and Infrastructure Management: Suboptimal facility maintenance and management can impact patient comfort and safety.
- Transparency and Accountability: Lack of transparency in hospital service processes and management can reduce public trust.

Regina Maris Hospital has demonstrated effective management in overcoming these challenges, thus successfully providing quality health services.(Hasna, Laila, and Andri 2023)Some of the steps taken include:

- a. Compliance with Standards and Regulations

Regina Maris Hospital management consistently ensures compliance with applicable service standards and regulations. By understanding and implementing the provisions of Law No. 17 of 2023 concerning Health and Law No. 25 of 2009 concerning Public Services, the hospital is able to maintain high service quality.

- b. Professional Human Resource Management
Regina Maris Hospital employs competent medical and healthcare personnel in accordance with needs and service standards. A rigorous recruitment process and ongoing training program ensure that existing personnel are capable of providing the best possible care to patients.

- c. Optimal Management of Facilities and Infrastructure

The hospital's management pays special attention to the maintenance and development of its facilities and infrastructure. By providing adequate facilities and infrastructure, Regina Maris Hospital is able to create a safe and comfortable environment for patients.

- d. Transparency and Accountability in Service
Regina Maris Hospital implements the principle of transparency in every aspect of its services. Information regarding procedures, costs, and patient rights and obligations is clearly communicated, thereby enhancing public trust in the services provided.

The implementation of effective management and compliance with applicable legal and

administrative provisions enables Regina Maris Hospital to provide quality healthcare services. Through regulatory compliance, professional human resource management, optimal facility maintenance, and transparency and accountability, the hospital has successfully overcome various challenges commonly faced by other healthcare institutions.

C. Challenges and Solutions in Implementing Initial Authority Limits of Hospital Management in Improving the Quality of Health Services

Hospital management plays a strategic role in ensuring the delivery of quality healthcare services. The initial scope of management authority encompasses the planning, organization, implementation, and oversight of all aspects of hospital operations. However, in practice, various challenges are encountered in efforts to improve the quality of healthcare services. This case study of Regina Maris Hospital will illustrate these challenges and the solutions implemented to address them. (HA Hasibuan et al. 2021)

Challenges in Implementing Initial Authority Limits of Hospital Management

a. Compliance with Regulations and Service Standards

One of the main challenges is ensuring compliance with the various regulations and service standards set by the government. Law Number 44 of 2009 concerning Hospitals stipulates that hospitals are obliged to meet the established service standards. Article 29 paragraph (1) letter f states that hospitals are obliged to "implement hospital service standards." Failure to meet these standards can impact the quality of service and the hospital's reputation.

b. Human Resource Management (HR)

The availability and competence of human resources are crucial factors in healthcare services. Frequent challenges include a shortage of medical personnel, uneven distribution, and the need for ongoing training. Law Number 36 of 2014 concerning Health Workers emphasizes the importance of health worker competence in providing services. Article 12 paragraph (1) states that "Health workers must have competence proven by a competency certificate in accordance with statutory provisions."

c. **Facilities and Infrastructure Management**
Maintaining and developing adequate facilities and infrastructure presents a unique challenge. Minister of Health Regulation No. 24 of 2016 concerning Technical Requirements for Hospital Buildings and Infrastructure sets out the standards that hospitals must meet. Failure to meet these standards can impact patient comfort and safety.

d. **Information Technology Integration**
In the digital era, integrating information technology into hospital management has become a necessity. However, challenges include implementation costs, human resource training, and patient data security. Minister of Health Regulation No. 82 of 2013 concerning Hospital Management Information Systems stipulates that every hospital is required to implement a management information system to improve service efficiency and effectiveness. (TB Sembiring et al. 2022)

e. **Financial management**
Challenges in financial management include managing revenue and expenses, as well as adapting to changing healthcare financing policies. Regulatory changes, such as the implementation of the National Health Insurance (JKN), require adjustments in hospital financial management.

Regina Maris Hospital has implemented various strategies to address these challenges and improve the quality of healthcare services.

a. Compliance with Regulations and Service Standards

Regina Maris Hospital management proactively ensures compliance with regulations and service standards. A dedicated team is established to monitor and evaluate compliance with established standards and conducts regular internal audits. Furthermore, the hospital actively participates in accreditation processes to ensure service standards are met.

b. Human Resource Management (HR)

To address human resource challenges, Regina Maris Hospital implements a selective and transparent recruitment program, ensuring that the medical and healthcare personnel recruited possess the competencies needed. Continuous training and development programs are also implemented to improve the competency of its human resources. Furthermore, the

hospital collaborates with healthcare educational institutions to ensure the availability of qualified professionals.

- c. **Facilities and Infrastructure Management**
Regina Maris Hospital invests significantly in the development and maintenance of its facilities and infrastructure. Facility upgrades are carried out in accordance with regulatory standards, ensuring patient comfort and safety. Furthermore, the hospital regularly evaluates and maintains existing facilities.
- d. **Information Technology Integration**
Recognizing the importance of information technology, Regina Maris Hospital implemented an integrated Hospital Management Information System (SIMRS). This enables efficient management of medical and administrative data, improves coordination between departments, and facilitates access to information for medical personnel. Patient data security is also a priority, with strict security protocols in place. (FH Hasibuan, Sembiring, and Rafianti 2024)
- e. **Financial management**
To address financial management challenges, Regina Maris Hospital implements a transparent and accountable financial management system. The use of information technology in financial management enables real-time monitoring of cash flow, income, and expenses. Furthermore, the hospital has diversified revenue sources and streamlined operational costs without sacrificing service quality.

Based on the Legal Certainty theory by Gustav Radbruch, Regina Maris Hospital has demonstrated that compliance with clear and measurable legal regulations is key to maintaining the stability and quality of health services. (Cape 2024) In this context, the hospital not only implements policies based on administrative efficiency, but also ensures that every decision taken has a strong legal basis as stipulated in Law Number 17 of 2023 concerning Health, Law Number 25 of 2009 concerning Public Services, and various derivative regulations. This approach aligns with the Administrative Law Theory by A.V. Dicey, which emphasizes that public policy, including in the health sector, must be based on the principles of due process of law and legal accountability. Thus, Regina Maris Hospital not only meets formal legal standards but also

implements strict internal oversight mechanisms to ensure compliance with applicable regulations. This implementation proves that legally based hospital management is not merely a formality, but a key strategy in creating a quality, transparent, and accountable healthcare system in Indonesia.

IV. CONCLUSIONS AND RECOMMENDATIONS

Based on the results of research and analysis of the initial authority limits of Regina Maris Hospital management in improving the quality of health services, it can be concluded that hospital management has exercised its authority optimally in accordance with applicable legal provisions, specifically Law Number 17 of 2023 concerning Health and Law Number 25 of 2009 concerning Public Services. The organizational structure, work systems, and service standards of Regina Maris Hospital are in line with the principles of legal certainty and administrative accountability. Regulatory factors such as accreditation obligations, medical personnel competency, and the principle of public service are the main determinants in the limitation and implementation of management authority. Amidst challenges such as limited human resources, facility standards, information technology, and financial management, this hospital has demonstrated solution-oriented steps through continuous training, development of a hospital management information system (SIMRS), and accountable budget management within the National Health Insurance regulatory framework.

As a recommendation, periodic internal evaluations are needed to align the implementation of authority with the dynamics of national and regional health regulations, along with the development of systematic and documented operational guidelines for managerial authority to prevent overlap. The establishment of a regulatory compliance monitoring unit that synergizes with the legal and accreditation departments is also crucial to maintain the legal validity of each policy. Active collaboration with government agencies and accreditation bodies will assist in adapting to regulatory changes. In facing internal challenges, hospitals are advised to develop a long-term human resource development strategy with competitive incentives, invest in information technology that supports service and financial transparency, and strengthen internal control and

audit systems to ensure the accountability and quality of public services on an ongoing basis.

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