

## Implementation of Good Governance in Health Services at the UPTD Mental Hospital of the Bangka Belitung Islands Province

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### ABSTRACT

This research discusses the implementation of good governance in health services at the UPTD Regional Mental Hospital, Health Service of the Bangka Belitung Islands province. With indicators of the principle of public accountability, the principle of legal certainty and the principle of public transparency. This research aims to find out how Good Governance is implemented in Health services at the UPTD Regional Mental Hospital, Health Service of the province of Bangka Belitung Islands and the factors that influence the Implementation of Health Services. This research is qualitative research with descriptive methods carried out by the UPTD of the Regional Mental Hospital of the Bangka Belitung Islands Provincial Health Service. The results of this research show that the implementation of Good Governance in Health services at the UPTD Regional Mental Hospital, Health Service of the Bangka Belitung Islands province is quite good but not yet optimal, especially the timeliness of services seen from the principle of public accountability, from the principle of legal certainty it is quite good but not yet optimal because there are still discrimination in services provided and the principle of public transparency is seen to be quite good. This is influenced by several factors, including: Moral and ethical principles of hospital employees, the absence of hospital regulations that regulate legal guarantees for patients and employees and there is still miscommunication between hospital employees and patients regarding the flow of health services.

Keyword: Good Governance, Implementation, Health Services



### INTRODUCTION

Healthcare services are a crucial aspect of public service delivery, aimed at ensuring the physical and mental well-being of individuals and communities (Taufiqurokhman, 2018; Yin, 1999). In Indonesia, the healthcare sector continues to face significant challenges, including limited access to medical facilities, uneven distribution of healthcare professionals, and the need for improved governance to ensure efficient, transparent, and equitable service delivery (Sitohang, 2014; Rosenstock, 2005). These challenges highlight the importance of adopting innovative approaches and principles, such as good governance, to improve healthcare quality and accessibility (Valderas et al., 2009). The delivery of healthcare services in Indonesia requires a comprehensive and collaborative approach to overcome existing challenges and meet the diverse needs of the population. By emphasizing good governance

and leveraging innovation, the healthcare sector can achieve significant improvements in service quality and accessibility, ultimately contributing to the well-being of all Indonesians (Soho et al., 2023).

The implementation of public service delivery in Indonesia, particularly in the healthcare sector, has become an increasingly prominent topic in studies of governance and public management (Syakrani, & Syahriani, 2009). One principle that has garnered growing attention is the application of good governance in public service delivery, including in the healthcare sector (Santosa, 2008). Good governance, which encompasses efficiency, transparency, accountability, and participation, is expected to enhance the quality of public services, including healthcare (Ferreira et al., 2023). In this context, the Provincial Government of Bangka Belitung Islands, through the UPTD Mental Hospital, serves as a vital example of implementing these principles to ensure equitable and high-quality mental health services for the community. The importance of good governance in the healthcare sector is increasingly evident, given the significant challenges faced in healthcare service delivery in Indonesia (Aps, 2013; Javaid et al., 2023). Mental health issues, for instance, remain a major concern requiring special attention, particularly in terms of providing facilities that are not only adequate but also aligned with the latest developments in mental disorder treatment (Befus et al., 2024).

One critical effort to address these challenges is implementing the principles of good governance, which can improve service quality and reduce risks of corruption, collusion, and nepotism in healthcare service delivery (Dwiyanto, 2021; Ernanto, 2018). This is crucial to ensure that mental health services at mental hospitals can continue to develop effectively and provide maximum benefits to society. The application of good governance principles in mental hospitals is not only focused on technical and administrative aspects but also on achieving social welfare for patients. One example is the deinstitutionalization policy introduced in the 1980s, which shifted the paradigm of mental disorder treatment from methods that tended to suppress and limit patients' freedom to a more humane and human rights-based approach (Ristiani, 2020; Lohr, 2002). The application of good governance principles is expected to accelerate this transformation process and realize a more modern and humane mental health service while reducing the stigma often experienced by individuals with mental disorders.

Furthermore, mental health issues in Indonesia, despite being a major focus of national health policy, still face numerous challenges, including budget constraints, inadequate facilities, and a lack of qualified medical personnel. Initially, mental health programs in Indonesia struggled to adapt to international developments, particularly in terms of patient treatment and rehabilitation (Alum et al, 2023). Therefore, the application of good governance is highly relevant to ensuring that policies in the mental health sector meet international standards and provide maximum benefits to the community (Idaiani, 2010; Fikri, 2020). In this context, the UPTD Mental Hospital in the Bangka Belitung Islands Province plays a significant role as an institution not only implementing mental health policies but also serving as an example of applying good governance principles. By prioritizing transparency, accountability, and community participation, this hospital is expected to deliver services that are not only efficient and effective but also responsive to the evolving needs of the community. It is thus essential to examine how this mental hospital implements these principles in daily practice.

This study aims to explore the implementation of good governance in mental health service delivery at the UPTD Mental Hospital in Bangka Belitung Islands Province and its impact on the quality of services provided to the community. The primary focus of the research is to assess the extent to which good governance principles have been internalized in the policies and practices of the hospital's service delivery. This study seeks to identify more effective solutions to improving the quality of mental health services in Indonesia, particularly in the Bangka Belitung Islands region. Given this background, this article will review the application

of good governance principles in mental health service delivery at the UPTD Mental Hospital in Bangka Belitung Islands Province, identify the challenges faced, and propose recommendations for improving service quality. It is hoped that the findings of this research can provide valuable input for policymakers and other stakeholders in enhancing the mental health service system in Indonesia, making it more responsive to the needs of the community and the rights of patients.

Through this comprehensive approach, the article aims to contribute to the study of good governance in the healthcare sector, particularly in mental health service delivery. It is anticipated that this article will not only offer insights into the application of good governance in the healthcare context but also provide practical recommendations that can be applied in mental hospitals and other healthcare service institutions across Indonesia.

## RESEARCH METHODS

This study was conducted at the Regional Mental Hospital Unit (UPTD) under the Health Office of Bangka Belitung Islands Province, located on Jalan Jenderal Sudirman, Parit Padang, Sungailiat District, Bangka Regency. The data sources in this research were classified into three categories (Djamal, 2015). The first category is human sources, involving interviews with key informants. These included the Hospital Director, the Head of the Service Division, the Head of Legal and Information Subdivision, a doctor, a nurse, three patients, and a family member of a patient. Additionally, the Head of the Health Office of Bangka Belitung Province was included as an external informant. This range of subjects ensured a comprehensive understanding of healthcare service delivery from multiple perspectives.

The second category of data sources was place-based, obtained through direct observation of the healthcare service processes at the hospital. This involved closely observing daily operations, interactions, and service delivery methods to gain practical insights into how the hospital functions (Saryono & Anggraeni, 2010). The observations allowed the researcher to assess the extent to which the hospital adheres to governance principles such as transparency, efficiency, and accountability. These firsthand observations were critical in understanding the implementation of healthcare governance within the institution. The third data source consisted of documents, which included government regulations, institutional performance reports, and other relevant documents from the hospital. These documentary sources provided critical insights into the hospital's policies, administrative practices, and compliance with regulatory frameworks. This data offered a detailed context for evaluating the alignment between policy intentions and operational realities, contributing to the overall robustness of the research findings.

The data analysis utilized a qualitative approach following the interactive analysis model proposed (Sugiyono, 2010). This model comprises three key components: data reduction, data presentation, and conclusion drawing. Data reduction involved filtering and organizing the collected information to focus on relevant themes. The data presentation stage structured the information into accessible formats, enabling a clearer understanding of the findings. Finally, the conclusion drawing stage synthesized the data to generate meaningful insights. This iterative process ensured a thorough and nuanced interpretation of the data, facilitating an in-depth exploration of healthcare governance and service delivery at the hospital.

## RESULTS AND DISCUSSION

### 1. Analysis of the Implementation of Good Governance Principles in Mental Health Services at UPTD Mental Hospital Bangka Belitung Islands Province

The implementation of public accountability as a cornerstone of good governance at UPTD Mental Hospital Bangka Belitung Islands Province demonstrates a commitment to ensuring that public officials act transparently and responsibly in their decision-making and service delivery. Public accountability mandates that hospital administrators and staff provide

clear, measurable, and defensible justifications for their actions and policies, ensuring alignment with the hospital's mission and public expectations. While the study reveals that accountability measures, such as adherence to operational procedures, service standards, and prompt response times, have been established, inconsistencies in their application highlight critical areas requiring improvement. Delays in service provision, as noted in the findings, suggest a gap between stated policies and their execution, raising questions about ethical practices among some employees and their impact on public trust.

Transparency as a principle of good governance is fundamental in the hospital's operations, reflected in the dissemination of information through brochures, leaflets, the hospital website, and regular programs conducted by the Legal and Information Division. These efforts underscore the hospital's intent to communicate effectively with the public and ensure that patients and their families are well-informed about available services. However, the research identifies that the level of transparency, while commendable, is not fully optimized. The absence of more interactive and real-time channels for patient feedback and complaint resolution limits the hospital's ability to fully engage with the community it serves. This shortcoming indicates the need for a more robust feedback mechanism to address service quality and enhance public accountability.

Legal supremacy and fairness in service delivery are also critical aspects of good governance. The findings indicate that while the hospital provides legal certainty and fairness to patients in accessing mental health services, discrepancies in treatment among staff and patients reveal underlying issues. Instances of perceived favoritism and procedural inequities undermine the principle of equality in service delivery. For example, the management's inconsistent treatment of employees and the public's perception of preferential service to certain individuals illustrate challenges in upholding procedural justice. Addressing these inequities is essential for reinforcing public confidence in the hospital's governance framework and ensuring equitable service for all stakeholders.



Figure 1. Mindmap Implementation of Good Governance  
Source: NVivo, 2024

The study also highlights the moral and ethical dimensions of governance within the hospital, particularly concerning employee conduct and service ethics. The ethical lapses identified, such as delays in service provision caused by staff negligence, point to a broader issue of accountability within the organization. While governance structures may emphasize adherence to operational standards, the personal commitment of employees to these principles remains a critical factor. Therefore, the hospital's management must prioritize

ethical training and establish stringent monitoring mechanisms to ensure that employees uphold the hospital's values and deliver services that align with its mission to provide holistic and high-quality mental health care.

In conclusion, while UPTD Mental Hospital Bangka Belitung Islands Province demonstrates a commendable commitment to good governance principles, the findings reveal areas that require significant improvement to achieve optimal implementation. These include enhancing transparency through better communication channels, addressing ethical and procedural inconsistencies, and ensuring fairness in both employee treatment and patient care. By addressing these challenges, the hospital can strengthen its governance framework, improve service delivery, and establish itself as a model institution for mental health care in Indonesia. Ultimately, the application of good governance principles must evolve into a dynamic process that adapts to the hospital's operational realities and meets the community's expectations for accessible, fair, and efficient mental health services.

## 2. Challenges in Implementing Good Governance in Mental Health Services at UPTD Regional Mental Hospital of Bangka Belitung Islands Province

The implementation of good governance in mental health services at UPTD Regional Mental Hospital of Bangka Belitung Islands Province reflects significant progress in ensuring accountability, transparency, and legal certainty. However, there are several challenges that hinder its full realization. One key issue revolves around the principle of accountability, particularly in the timely delivery of healthcare services. While public accountability demands that every action of public officials be measurable and justifiable, the research highlights delays in service provision caused by some staff, leading to prolonged waiting times for patients. This not only undermines the hospital's commitment to its service standards but also erodes public trust in the institution. Such issues stem from both individual ethical lapses among staff and systemic inefficiencies, revealing gaps in operational accountability.

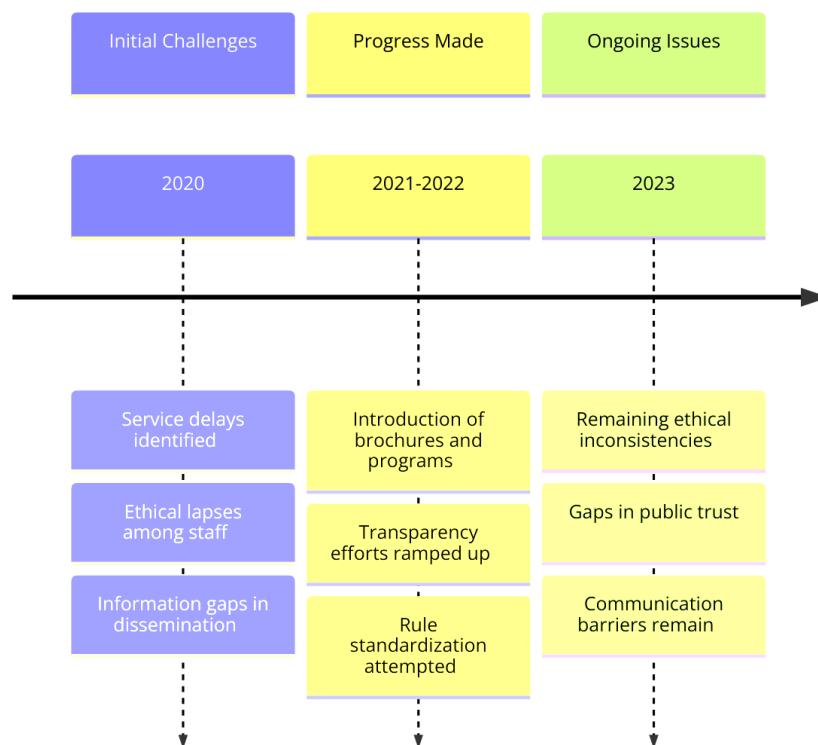


Figure 2. Timeline Challenges in Governance Implementation  
 Source: NVivo, 2024

Another critical challenge lies in achieving transparency, an essential component of good governance. Although the hospital has made strides in disseminating information through brochures, websites, leaflets, and monthly programs, gaps remain in ensuring comprehensive public understanding of healthcare procedures and patient rights. Transparency is not merely about providing information but ensuring that it is accessible, understandable, and actionable by all stakeholders. The study found that while transparency tools exist, they are not always optimally utilized, resulting in perceptions of favoritism or unequal treatment among patients. This indicates a need for more robust mechanisms to bridge the communication gap between the hospital and the community it serves.

Legal certainty and procedural justice also present significant challenges in the hospital's governance framework. The findings reveal discrepancies in the application of rules, particularly in the treatment of employees and the public. Employees have raised concerns about unfair management practices, while patients and their families have reported inconsistent procedures in accessing healthcare services. These issues highlight a lack of uniformity in enforcing regulations, which is essential for upholding the rule of law. Such disparities not only affect employee morale but also diminish the perceived fairness of the institution, impacting its reputation and the trust of its stakeholders.

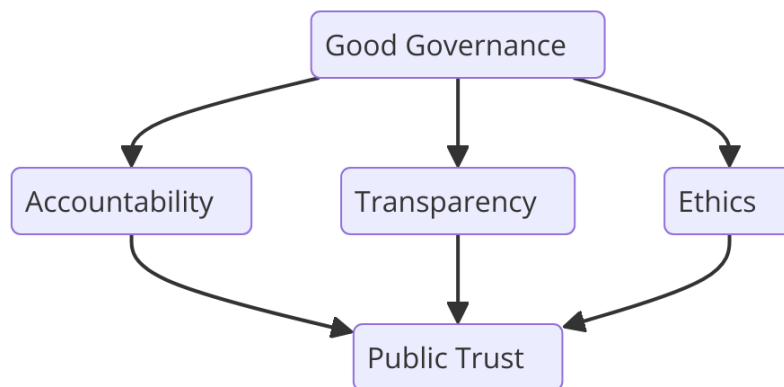


Figure 3. Flowchart Implementing Good Governance in Mental Health Services  
Source: NVivo, 2024

Moreover, the study identifies challenges in ensuring ethical and professional conduct among medical and non-medical staff. While the hospital's mission emphasizes holistic, integrated mental health services, the observed delays and perceived biases indicate a need for continuous professional development and ethical training for staff. Ethical lapses, such as favoritism or procedural inefficiencies, reflect a broader challenge of embedding a culture of service excellence and equity within the institution. Addressing these issues requires a dual approach—strengthening internal oversight mechanisms and fostering a culture of accountability and integrity among staff.

Lastly, public perceptions and trust remain significant hurdles in the hospital's implementation of good governance. The study notes instances of perceived procedural injustice, where patients and families feel they are treated unfairly compared to others. Such perceptions stem from inconsistencies in service delivery, which are exacerbated by a lack of clear communication and transparency. To address these challenges, the hospital must prioritize equal treatment of all patients, uphold procedural fairness, and ensure that governance principles are consistently applied. Strengthening governance practices will require not only administrative reforms but also a commitment to fostering trust and inclusivity in mental health services, ultimately ensuring that the hospital delivers equitable, high-quality care for all.



3. Impact of Good Governance Implementation on the Quality of Mental Health Services at the UPTD Regional Mental Hospital Bangka Belitung Islands Province

The implementation of good governance at the UPTD Regional Mental Hospital of Bangka Belitung Province has shown positive outcomes in enhancing public accountability in healthcare delivery. The research findings suggest that the hospital has adopted key principles of accountability, transparency, and adherence to regulations, as reflected in its vision and mission. These principles are crucial in ensuring the quality of mental health services, particularly given the complex and sensitive nature of mental healthcare. The hospital's commitment to delivering comprehensive care—covering promotive, preventive, curative, and rehabilitative aspects—demonstrates a strategic alignment with the broader objectives of good governance. However, the findings also reveal several gaps, particularly in operational efficiency and ethical adherence, which require attention to optimize service delivery.

A significant aspect of accountability in good governance is the ability to provide clear and timely services. The research highlights delays in service delivery, perceived by patients and their families, as a deviation from the established service standards. Such delays can erode public trust and create dissatisfaction, pointing to inefficiencies within operational procedures. The findings indicate that these issues often stem from the behavior of certain staff members, both medical and non-medical, who fail to uphold ethical standards. This underscores the need for stricter enforcement of operational guidelines and professional ethics to ensure that the principles of good governance translate into practical benefits for patients.

Transparency is another critical dimension of good governance that has been partially realized at the hospital. The availability of information through brochures, leaflets, websites, and monthly programs reflects efforts to enhance public awareness and engagement. However, these measures have not fully bridged the gap between the hospital and its stakeholders, as there remain perceptions of unfair treatment and procedural inequities. For instance, some patients and their families feel that others receive preferential treatment, highlighting inconsistencies in service delivery. This perceived lack of equity undermines the principle of transparency and suggests a need for more robust mechanisms to monitor and evaluate service standards consistently.

The principle of legal certainty, an essential component of good governance, has been implemented to some extent, ensuring that patients have access to fair and lawful services. However, issues of perceived discrimination and favoritism within the hospital's management practices indicate that legal certainty is not uniformly upheld. These disparities highlight the importance of strengthening internal governance structures to eliminate biases and ensure that all patients and staff members are treated equitably. Addressing these issues is vital to fostering a sense of justice and trust among both service users and employees, thereby enhancing the hospital's overall governance framework.

In conclusion, while the UPTD Regional Mental Hospital of Bangka Belitung Province has made notable strides in implementing good governance, the findings reveal areas that require significant improvement. The hospital's adherence to principles of accountability, transparency, and legal certainty must be strengthened to address operational inefficiencies, ethical lapses, and perceptions of unfair treatment. By addressing these challenges, the hospital can enhance the quality and equity of its mental health services, ensuring that its governance practices align with its mission to provide comprehensive and inclusive care. This analysis underscores the need for continuous evaluation and reform to ensure that good governance principles are fully realized, ultimately benefiting both the institution and the broader community it serves.

## CONCLUSION

The implementation of good governance principles in healthcare services at the Regional Mental Hospital Unit (UPTD) of the Provincial Health Office of the Bangka Belitung Islands can be summarized as follows. First, regarding the principle of public accountability,

the implementation of good governance in healthcare services at this hospital has been carried out fairly well. However, issues remain, particularly concerning the timeliness of services, which the community perceives as inconsistent with the regulations or standards set by the hospital. This problem is closely tied to the moral and ethical principles of both medical and non-medical staff in delivering healthcare services. These ethical challenges hinder the fulfillment of public accountability to its optimal level.

Second, the principle of legal certainty in the implementation of good governance in the hospital's healthcare services has been moderately well-executed. Nonetheless, certain areas need significant improvement, such as addressing the issues of discrimination, injustice, and the lack of specific regulations that ensure legal guarantees for patients and employees. These shortcomings reflect inadequacies in the principle of legal certainty, which should provide equal and just treatment for all stakeholders involved in healthcare service delivery. Lastly, the principle of public transparency has been implemented relatively effectively at the hospital. This is evident from the facilities provided by the management, such as informational brochures, hospital websites, pocket guides, and monthly programs organized by the Legal and Information Department of the hospital. These efforts demonstrate a commitment to transparency, enabling patients and the public to access comprehensive information about the hospital's services and governance practices. However, continuous improvement in transparency mechanisms is crucial to ensure the public remains well-informed and engaged.

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